Operations Policy Manual



Teacher
Education
Accreditation
Council

2012

TEAC's accreditation process at a glance

Steps	Program faculty actions	TEAC actions
1. Application	Program faculty prepares and submits on-line application and sends membership fee	TEAC staff consults with the institution and program faculty; TEAC accepts or rejects application (on eligibility requirements) and accepts or returns fee accordingly★★
2. Formative evaluation	• Program faculty attends TEAC workshops on writing the *Inquiry Brief* or *Inquiry Brief Proposal* (optional)★★ • Program faculty submits draft of the *Brief** with checklist	• TEAC staff reviews draft *Brief* or sections for coverage, clarity, and auditability and returns drafts for revisions and resubmission as needed • If appropriate, TEAC solicits outside reviews on technical matters, claims, and rationale★★
3. *Inquiry Brief* or *Inquiry Brief Proposal*	• Program faculty responds to TEAC staff and reviewers' comments★★ • Program submits final *Brief* with checklist	• TEAC declares *Brief* auditable and instructs program to submit final version of *Brief* • TEAC accepts *Brief* for audit and submits it to the lead auditor for instructions to audit team
4. Call for comment	Program faculty distributes call-for-comment letter to all specified parties	TEAC places program on TEAC website's "call-for-comment" page
5. Survey	Program sends email addresses for faculty, students, and cooperating teachers	TEAC electronically surveys the faculty, students, and cooperating teachers who send their responses anonymously to TEAC through a third-party vendor
6. Audit	• Program faculty submits data for audit as requested • Program faculty responds to any clarification questions as needed • Program faculty receives and hosts auditors during visit (2–4 days) • Program faculty responds to audit report★★	• TEAC schedules audit and sends *Guide to the Audit*★★ • Auditors verify submitted data and formulate questions for the audit • Auditors complete visit to campus • Auditors prepare audit report and send to program faculty • TEAC staff responds to program faculty's comments about the draft audit report★★ • Auditors prepare final audit report and send it to program faculty, copying state representatives when applicable
7. Case analysis	Faculty responds to accuracy of case analysis (optional)	• TEAC sends *Brief,* audit report, and faculty response to panel members • TEAC completes case analysis and sends to program and panel members★★
8. Accreditation Panel	• Program representatives attend meeting (optional) • Program faculty responds (within 2 weeks)★★	• Panel meets to make accreditation recommendation • TEAC sends Accreditation Panel report to program faculty • TEAC staff responds to program faculty as needed★★ • Call for comment announced via email and website
9. Accreditation Committee		• TEAC sends *Brief,* reviewers' comments (if applicable), audit report, case analysis, Accreditation Panel report to Accreditation Committee for decision • Accreditation Committee meets to accept or revise the Accreditation Panel recommendation • TEAC sends Accreditation Committee's decision to program
10. Acceptance or appeal	Program faculty accepts or appeals TEAC's action (within 30 days)★★	• If the decision is to accredit and the program accepts the decision, TEAC announces the decision and schedules the annual report • If the decision is not to accredit and the program appeals, TEAC initiates its appeal process
11. Annual report	Program faculty submits annual report and fees to TEAC★★	TEAC reviews annual reports for as many years as required by program's status with TEAC★★

Key: ★★ signifies the process continues until there is consensus among the parties

* TEAC uses *"Brief"* to refer to both the *Inquiry Brief* and the *Inquiry Brief Proposal*



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I. Membership and accreditation status

The members of the Council are divided into two classes: regular members and affiliate members.

Regular members: Institutions that have submitted, or plan to submit, programs to TEAC for accreditation, or that support and wish to participate in TEAC, are regular members of TEAC. TEAC's regular members in good standing have a single vote, which may be cast at official meetings.

The members may take action on any matter related to TEAC's operation, but they may not, by action as a group, determine the accreditation status of any member or modify any aspect of the accreditation process itself, including the fees associated with membership and the membership process. These latter issues are, by TEAC bylaws, assigned as responsibilities to the board of directors.

Members may recommend modification in TEAC policies concerning revisions to TEAC's accreditation standards, fees, and processes, and they are entitled to suggest names of potential TEAC board members to the nominating committee appointed by the board of directors. Regular members pay annual dues set by the board of directors.

Affiliate members: Affiliate membership is available to institutions, organizations and to individuals. Institutions and professional organizations, which are supportive of the TEAC agenda, but who do not wish to submit programs for accreditation, may become affiliate members.

Affiliate membership is also available to individuals from any of the following groups: college or university faculty members; P–12 educators; education policy makers; and interested members of the public. Affiliate membership is granted by the board of directors for one year and is renewable annually.

Affiliate members will receive publications, may attend meetings, and are eligible to serve on nonstanding committees. Affiliate members of TEAC have no voting rights within TEAC, but are encouraged to participate in discussions of the merits of any proposal before the members. Affiliate members pay annual dues set by the board of directors.

Program accreditation status

Within TEAC, programs are assigned to the accreditation status categories as described in the table below. The status distinctions are elaborated in paragraphs on the next page.

TEAC's accreditation status designations

Basis for TEAC accreditation status	Status designations (term*)
Eligibility standards met	Candidate** (5 years)
Inquiry Brief standards met	Accreditation (7 years)
Inquiry Brief standards partially met	Accreditation (2 years)
Inquiry Brief Proposal standards met	Initial accreditation*** (5 years)
Inquiry Brief Proposal standards partially met	Initial accreditation (2 years)

*Time before a new *Inquiry Brief* must be submitted. Term is conditional upon submission of an acceptable annual report, no adverse actions due to complaints or substantive changes, and payment of annual dues.

**Candidate status is renewable only if the program continues to meet eligibility requirements and has begun the process of submitting a *Brief*.

***Initial Accreditation is a one-time only status that is limited to five years.

Candidate status

The process of earning TEAC accreditation begins with an application for candidate status. In order to qualify as a candidate for accreditation, professional education programs must first attest that they meet the following technical eligibility requirements:

0.1 Regional accreditation of the institution offering the program, or its equivalent.

0.2 Eligibility of the graduates of the program for a professional license.

0.3 The program's commitment and intent to comply with TEAC's standards and requirements (fees, annual reports, etc.).

0.4 An understanding of, and agreement to, the fact that TEAC, at its discretion, may make known the nature of any action, positive or negative, regarding the program's status with TEAC.

0.5 An agreement to disclose to TEAC, at any time, all such information as TEAC may require to carry out its evaluating and accrediting functions.

Upon receipt of the attestation, TEAC will review the information and determine whether, based on the program head's assurances, the eligibility requirements have been met. Those institutions that provide assurances about having met the eligibility requirements then pay candidate annual dues for the year in which they are accepted into candidate status and for each subsequent year they are affiliated with TEAC.

Programs holding candidate status must begin the process of submitting an *Inquiry Brief* or *Inquiry Brief Proposal* (submission of a draft for formative evaluation is accepted as evidence of this) within five years. Institutions wishing to renew candidate status after five years must be reviewed again to ensure that they meet the eligibility requirements stated above.

During the period of candidacy, programs will complete full documentation of the eligibility requirements for accreditation. Once TEAC determines that the eligibility requirements have been met, the candidate program will initiate the inquiry needed for submission of the *Inquiry Brief* or *Inquiry Brief Proposal.*

TEAC staff will review the *Inquiry Brief* or *Inquiry Brief Proposal* for completeness and either (1) approve the program to proceed in the accreditation process, (2) request that the program revise and resubmit the *Inquiry Brief* or *Inquiry Brief Proposal*, or (3) request that the institution withdraw from the accreditation process. In addition, TEAC offers a staff liaison to assist the program over a period of weeks and months in editing and revising the *Inquiry Brief*, methodological design, statistical analysis, interpretations of evidence, etc. TEAC funds this service from the audit fees all programs pay in the year of their audit.

Accreditation and initial accreditation

Programs that submit an *Inquiry Brief* and successfully complete the accreditation process earn accreditation for seven years. Programs that submit an *Inquiry Brief Proposal* and successfully complete the accreditation process earn initial accreditation for five years. First time programs that are awarded accreditation or initial accreditation for only two years are required to provide a new *Inquiry Brief* or *Inquiry Brief Proposal* during the second year that demonstrates that the professional education program can now be fully accredited.

Programs that hold an accreditation status for seven years are required to submit an *Inquiry Brief* in the seventh year. Those programs that were awarded initial accreditation for only two years have the option of submitting another *Inquiry Brief Proposal* in the second year which may earn only a two or three year term. They also have the option, as do programs that hold accreditation status for only two years, of submitting an *Inquiry Brief* which may earn a seven or two-year term.

Programs that are accredited with stipulations must satisfy the stipulations within two years (see time frames for achieving compliance policy, VII).

All programs that hold any accreditation status in TEAC are required to submit a report each year.

In the process of submitting the annual report, programs update their membership profile information on TEAC's website and other publications (also see annual report policy, XII).

Initial accreditation and accreditation can be terminated at any time for just cause (see adverse action policy, IV).

Program's requested status

In cases where an institution offers more than one teacher education program, the institution may seek separate accreditation for all, or only some, of its programs. If the institution is seeking accreditation for more than one program, at its option, it may submit either separate *Inquiry Brief Proposals* or *Inquiry Briefs* for each program or a combined *Inquiry Brief Proposal* or *Inquiry Brief* if the programs share a common logic, quality control and comparable evidence.

The program may be granted a two-year term, despite a request for seven years, however, if the *Inquiry Brief* fails to meet all the requirements of TEAC's quality principles.

The Accreditation Panel begins its deliberations with a *pro forma* motion to accept the accreditation status requested by the program faculty. The panel is charged with determining whether the evidence presented in the *Inquiry Brief* or *Inquiry Brief Proposal*, as verified by the Audit Report, supports the *pro forma* motion.

If the motion requested by the faculty ultimately fails, the panel has the option of awarding a status that is consistent with the configuration of principles and standards for which there is sufficient evidence. The panel must recommend denying accreditation, of course, when the evidence is insufficient to support the claims made by the program.

Weaknesses in the evidence

The evidence for a particular component or subcomponent of the quality principle may be insufficient, but overall there is other evidence that is sufficient to adequately support the quality principle. In these cases, the panel formally notes the deficiencies in evidence for a quality principle or requirement. It does so in one of two ways, depending on whether the deficiency is in a subcomponent or a component of the quality principle.

A **weakness** is a deficiency in the evidence for a subcomponent that is *not* so serious that it causes the panel to find one of the components below standard.

A **stipulation** is a deficiency that is serious enough to place a component below the standard, but not so serious that it causes the panel to find one of the elements below standard.

If the *evidence for a subcomponent* is insufficient, the panel formally cites a *weakness* in the quality principle and cites the subcomponent as weak.

If the deficiency is in the *evidence for a component*, the panel cites a stipulation in the quality principle and states that the quality principle is supported, but with the stipulation that the evidence for the component must be made sufficient and remedied within a two-year period.

(See also TEAC's policy on time frame for achieving compliance, VII, and policy on non-compliance, X).

Definition of a program

TEAC accredits professional education programs. Further, TEAC accredits only those programs for which there is evidence that the graduates are competent, caring, and qualified.

The *Inquiry Brief* or *Inquiry Brief Proposal* is about a single program, but, in the TEAC system, a *single program* may include several license areas, options, and levels if they share a common logic, structure, quality control system, and similar and comparable categories of evidence.

Thus, if an institution has two or more education programs, some or all of them might be submitted for accreditation within a *Brief* as a single program. In cases where the state requires that all education programs be accredited, the *Inquiry Brief* or *Inquiry Brief Proposal* may, using the criteria below, include all the education programs as a single program.

To determine whether to bundle some or all of the institution's programs as a single program for accreditation or to treat them separately, faculty should consider the programs' similarities and the comparability of the evidence for their outcomes.

Program structure. Those programs that have essentially the same requirements, rationale, logic, and faculty can be presented in a single *Brief*.

Quality control system. Programs that share the same quality control system can usually be presented in a single *Brief*.

Evidence. If the program faculty can aggregate the evidence for the outcome of these programs honestly, then the programs can be presented in a single *Brief*.

Even if the programs are registered with the state separately or lead to different professional licenses, they can nevertheless be bundled as a single program for TEAC accreditation if they satisfy the conditions above. They would be treated as a single program, but one that has multiple options, areas, levels, license outcomes, and the like.

If the institution's education programs are dissimilar in their underlying logic or in the nature of the evidence for the TEAC quality principles, the institution must submit separate *Briefs* for each distinct program.

TEAC will review for accreditation *only* those education programs for which the institution has evidence to support its claims. It is possible, therefore, that some of the institution's education programs would have TEAC accreditation and others would not. Those that do not would simply remain unaccredited, and the institution would have to accept the consequences of their status. Programs that cannot provide convincing evidence should not benefit undeservedly from their association with programs that have solid evidence and have earned accreditation.

II. Reaccreditation

Programs seeking reaccreditation may be awarded accreditation status with TEAC for the terms indicated below:

1. Accreditation (7 years)
2. Accreditation (2 years)
3. Denied accreditation and return to candidate status

A new *Inquiry Brief* must be submitted and audited before the term of accreditation ends. The length of a term is conditional upon the submission of the required annual reports, payment of annual dues, and no adverse actions due to complaints, weak annual reports, substantive changes, or failure to meet eligibility requirements (0.1–0.5). An accreditation term may be extended twice (each time for one year) for good cause.

Initial program accreditation is awarded on a one time basis for no more than a total of five years.

When a program holding accreditation for two years presents itself for reaccreditation, it may, of course, be granted *accreditation* for seven years. It may also be granted two years again, but only if the weaknesses in the initial submission were eliminated (the two-year re-accreditation being then based on different weaknesses identified in the second submission). A program can be awarded *initial accreditation status* again if its term was less than five years or if the program were new or substantially revised and if an *Inquiry Brief Proposal* had been submitted.

When a program holding accreditation for seven years presents itself for reaccreditation, it may be granted accreditation for two or seven years. Re-accreditation is awarded in cases where all quality principles are met and there is evidence of ongoing

inquiry and program improvement. Two years will be awarded in cases where evidence for one of the quality principles is below TEAC's standard.

III. Member voting and participation

Representatives of institutions that are regular members of TEAC have a single vote which may be cast to take action on any permissible proposal that would not constitute a conflict of interest for the member.

Affiliate members of TEAC have no voting rights but are encouraged to participate in discussions of the merits of any proposal before the members and may serve on non-standing committees.

IV. Adverse action

TEAC will take *adverse action* over a failure of a program to remain in compliance with its accreditation status in TEAC owing to evidence contained in complaints, annual reports, and special audits.

Adverse action may also be taken for failure to pay dues and fees, etc., and a failure to otherwise comply with the obligations of membership in TEAC. The procedure for adverse action is the same as that used for complaints against members (beginning with step 3 of policy V) except that TEAC itself is bringing the complaint at step 3.

The question to be considered in an *adverse action* proceeding is whether to withdraw the program's accreditation status. The board's decision (step 8) is subject to appeal (see TEAC's appeals policy, VIII).

Adverse action (that is, accreditation denied) is also taken against programs holding accreditation, whose subsequent *Inquiry Brief* fails to meet the quality principles and standards (including failure to provide documentation sufficient to remove a stipulation prior to the second anniversary of the citation), but this kind of adverse action is taken by the Accreditation Committee. In adverse action cases, provided the eligibility requirements are still met, the program may hold candidate status if it so desires.

V. Complaints against TEAC or members of TEAC

TEAC accreditation is an expression of confidence that a program is satisfactorily achieving its objectives and that it meets or exceeds TEAC's standards of program quality and institutional capacity. TEAC is concerned with institutional integrity and with performance consistent with its standards and policies. Consequently, TEAC values information provided by students, faculty, and other members of the public about TEAC accredited programs. This information helps TEAC assure that a program continues to meet the standards set by TEAC.

Procedures have been established, therefore, to provide a mechanism for TEAC to consider complaints that address violations of TEAC's standards of accreditation, eligibility requirements, or procedures.

TEAC, however, does not intervene in the internal procedures of institutions or perform as a regulatory body or grievance-resolving body for the institution. Accordingly, TEAC does not consider allegations concerning the personal lives of individuals connected with its affiliate or regular member institutions. It assumes no responsibility for adjudicating isolated grievances between students, faculty, or members of the public and individual institutions.

TEAC will not act as a court of appeal in matters of admission, granting or transfer of academic credit, grades, fees, student financial aid, student discipline, collective bargaining, staff or faculty appointments, promotion, tenure, and dismissals or similar matters.

TEAC can and does respond, however, to complaints regarding allegations of conditions at member institutions that raise significant questions about the program's adherence to TEAC's quality principles (See "comment on members and programs" link at www.teac.org).

In addition to TEAC's procedures for the review of complaints, each member institution is required to have in place student grievance and public complaint policies and procedures that are reasonable, fairly administered, and well-publicized.

TEAC also requires, per federal mandate, that each institution maintain a record of complaints received by the institution, and their resolution, which is available to TEAC. Complaint records about a program should be maintained by the institution for the time period of its membership in TEAC.

Complaints against members of TEAC. Complaints by a third-party, which pertain to a program accredited by TEAC, or action involving an accredited program, shall be reviewed in accordance with the procedures for review of complaints set forth in steps 1–8 below. TEAC is concerned with programmatic integrity and performance consistent with its accreditation measures and procedures. TEAC promises serious attention to allegations that an accredited program has fallen out of compliance with its accreditation principles and standards.

TEAC will only consider written complaints where the complainant is identified. The written complaint should include relevant information to support the allegation. Before steps 1–7 (below) are implemented, the complainant should demonstrate that a serious effort was made to resolve the issue through an institution's or program's own quality control procedures.

Complaints against TEAC or TEAC staff. Complaints by accredited programs or other parties about the operations of TEAC shall be brought to the attention of the president of TEAC. The matter shall be investigated by the president, who shall bring the matter to the attention of the executive committee of the board within 30 days of receipt of the complaint. The executive committee of the board will then make a determination of the appropriate action, if any, to be taken in response to the complaint. A complaint involving the president shall be brought to the attention of the chair of the board within 30 days of its receipt. The chair shall investigate the matter and accept a written statement from the president prior to review by the executive committee of the board. In either case, the executive committee will respond to any complaint within 90 days of its receipt by TEAC.

Procedures for review of a complaint against a TEAC member

1. A complaint received by TEAC will be acknowledged in writing and reviewed by the TEAC president.
2. If the president determines that the complaint is not within the scope of TEAC's policies, he or she will so inform the complainant within 30 days of receipt of the complaint. If the president considers it necessary at this time, he or she will refer the complainant to appropriate federal, state, and other agencies (as outlined in the U. S. Department of Education's regulations, §602.27 and §602.28).
3. If the complaint appears to be within the scope of TEAC's responsibility and is documented, a

copy of the complaint will be forwarded to the program head who must respond in 30 days. The identity of the complainant, if requested by the complainant, shall be held in confidence. TEAC itself may initiate a complaint against a member at this step in the procedure in accordance with its policy on adverse action (IV) or non-compliance (X).

4. The program's response is reviewed by TEAC to determine the status of the complaint in light of TEAC's standards and policies. An analysis by staff is prepared within 30 days of receipt of the program's response.

5. Within 30 days of receipt of the program's response to the complaint, the TEAC president forwards the materials to the chair of the Accreditation Committee. The chair consults with at least four members of the Accreditation Committee. Meeting in person or electronically, this five-member subcommittee may determine that the program has demonstrated that its policies and processes are functioning as they were represented in the *Inquiry Brief* or *Inquiry Brief Proposal* and that it continues to meet TEAC's principles of quality and standards of capacity or quality, or it may request that additional information be forwarded to the Accreditation Committee as a whole. In the former case, the chair of the Accreditation Committee will communicate with the program and the complainant as described in step 8 below. In the latter case, the program will be notified of the Accreditation Committee's decision to consider the complaint and be permitted to provide additional evidence concerning the matters addressed in the complaint.

6. At the next meeting of the Accreditation Committee, the members will review the program's responses and decide whether the complaint represents a breach of TEAC's quality principles and/or standards of capacity and whether the program should submit additional information regarding the complaint and its compliance with TEAC standards or whether the program's accreditation status should be changed. A written response that details the basis for the Accreditation Committee's decision will be sent within 30 days of this meeting to the program head; if additional information is required, the program will have six months to address the issue and bring forward new evidence.

7. If the program fails to respond to the complaint, the Accreditation Committee may take action against the program. If the program presents new evidence, TEAC will audit that evidence and present its findings to the program (for response) and to the Accreditation Committee for its decision about the program's accreditation status.

8. The chair of the Accreditation Committee will inform the complainant and the program of the actions it has taken with regard to the complaint in writing within 30 days of the meeting at which it makes its determination (see policy on information sharing, XXXV, as appropriate).

VI. Misleading or incorrect statements

If TEAC becomes aware that an accredited program has misrepresented any action taken by TEAC with respect to the program, the program's accredited status, or that the program has used accreditation reports or materials in a false or misleading manner, TEAC will require the program to correct the false or misleading information and make public such information that it deems necessary to correct any false or misleading impression created by the program. If the program fails to comply, then TEAC will treat

the failure as a complaint against the program and follow the procedures under its policy on complaints, beginning with step 3.

The primary way in which TEAC corrects misleading and incorrect information is through its website. It employs more conventional means as well, e.g., letters and publications, to deal with misleading information about the TEAC system and TEAC's members.

If an accredited program chooses to publicly disclose its accredited status, it must do so accurately and identify the specific programs included with its accreditation. Any public disclosure of accredited status must also include the name, address and telephone number of TEAC (see policy XXXIX, on public statements of affiliation and accreditation).

VII. Time frames for achieving compliance

The regulations of the U.S. Department of Education on recognition of accrediting agencies specify maximum time frames for allowing a program to bring itself into compliance when an accrediting agency believes a violation of accrediting standards has occurred. In order to meet these requirements, TEAC will not permit a program to remain in non-compliance with its standards beyond the following time limits:

1. Twelve (12) months if the program in question is less than one year in length;
2. Eighteen (18) months if the program in question is at least one year, but less than two years in length;
3. Twenty-four (24) months if the program in question is at least two years in length.

If the program does not bring itself into compliance within the specified period, TEAC will take adverse action against the program. TEAC, however, may extend these time limits if it specifically determines that there is good cause to do so.

VIII. Appeals process

In the case of an adverse action, a program can make an appeal of an accreditation decision.The following reasons establish grounds for appeal:

1. Evidence of errors or omissions in carrying out prescribed procedures by the auditors, any reviewers, the members of the Accreditation Panel, the TEAC staff, or the Accreditation Committee.
2. Evidence that demonstrable bias, conflict of interest, or prejudice by a member of the TEAC staff or board, an auditor, a reviewer, or member of the Accreditation Panel or Accreditation Committee influenced the Accreditation Committee's accreditation decision.
3. Evidence that TEAC's decision was not supported adequately or was contrary to the facts presented and known at the time of the decision.

The program must file its intent for appeal and its written grounds for appeal within 30 days of being notified of the decision being appealed. The program must pay all expenses associated with the appeal.

Relevant documentation should be included with the written grounds for appeal. A program may also elect to make an oral presentation at the appeal hearing and may be represented by legal counsel at the hearing. Until the appeals process is completed, the

awarded accreditation status of the program will remain in effect.

The appeals panel

To adjudicate appeals, the executive committee of the board will be constituted as the appeals panel and will include qualified educators and practitioners and a public member. No appeals panel member may participate in an appeal by a program in which he or she voted in an accreditation determination. If necessary to ensure an odd number of members on the appeals panel, the chair of the board shall, in consultation with the president, appoint an additional member of the board to the panel. Members of the appeals panel will select a chair from among the members of the appeals panel.

The TEAC president will forward the program's intent to appeal and its written grounds for appeal to the chair of the appeals panel within 30 days of submission. In deciding whether the appeal has merit, the appeals panel will consider the record before the TEAC Accreditation Committee at the time of its decision.

The record includes the *Brief*, the final audit report, any reviewer's evaluation, the case analysis, the Accreditation Panel report, the Accreditation Committee's decision and report, and any institutional responses made during the accreditation process. The record considered by the appeals panel shall also include the written grounds for appeal with any attached documents, and the record of any complaints.

At the time of an appeal, a program may seek review of new financial information that (1) was unavailable to the program prior to the accreditation decision, (2) is significant and bears directly on financial deficiencies identified during the audit, or (3) is the only remaining deficiency in support of an adverse action.

Other than the financial information noted above, the appeals panel will not consider evidence that was not reviewed or considered by the TEAC Accreditation Committee at the time of its decision and cannot take into account evidence of corrective action that occurs after the date of the decision by the TEAC Accreditation Committee.

The appeal hearing will be held within 60 days of the filing of the appeal. The program will be provided with an opportunity to provide a verbal statement and to respond to questions of the appeals panel. The appeals panel shall then meet in closed session to deliberate on the merits of the program's appeal.

In consultation with the members of the appeals panel, the chair of the group will prepare a written report of the panel's findings, which should include a proposed action by TEAC based on the appeals panel's review.

Within 15 days of the appeal hearing, the appeals panel report is sent to the chair of the Accreditation Committee, who will consider the report and recommend to the executive committee whether TEAC should sustain its original decision, grant a new category of accreditation (including denial), or take administrative action to redress the grievances in the appeal. The executive committee will consider the results of the appeal within 30 days of the appeal hearing.

Notification

Within 45 days of the appeal hearing, the TEAC president will provide written notification to the program of the executive committee's decision that details the basis for the committee's decision.

IX. Substantive change

Because substantive change can affect the nature of the institution and the quality of its educational programs, programs holding TEAC accreditation must bring any significant alterations in their institutions or programs to the attention of TEAC prior to making those changes. TEAC has the responsibility to determine what effect, if any, these changes would have on a program's accreditation. TEAC respects institutional

autonomy, but requires that programs communicate with TEAC about substantive change that might require an alteration in the accreditation status.

Types of substantive change

1. Any change in the published mission or objectives of the institution or education program.
2. The addition of courses or programs that represent a significant departure, in terms of either content or delivery, from those that were offered when TEAC most recently accredited the program.
3. A change in legal status or form of control of the program.
4. A contract with other providers for direct instructional services, including any teach-out agreements.
5. A change that indicates that the *Brief* no longer fairly and accurately represents the program's case for accreditation.

X. Non-compliance

If, as the result of (1) confirmed complaints about the institution's continued adherence to the TEAC quality principles and standards; (2) the identification of substantive changes in its professional education programs; (3) a program's annual report; or (4) a complaint, that indicates that the program no longer has the evidence to support the claims made in the *Inquiry Brief*, TEAC has proper reasons to believe that the institution or program may no longer have the evidence to support or justify its accreditation status, TEAC may, in its discretion, require the program to provide a report showing corrective action regarding unmet claims, require that the program promptly repeat the accreditation process for accreditation, or take adverse action against the program.

The TEAC website (*www.teac.org*) is a place of authoritative information about TEAC, its members, and members' accreditation status.

XI. Program performance disclosure

The TEAC website has links to each member's website and to the auditors' summary of the program's case for accreditation.

TEAC may make full public disclosure of the *Brief,* the audit report, the case analysis, and the Accreditation Panel report to states and others with which it has protocol and other agreements. Because this information can be made public, TEAC's processes provide a ready mechanism for correcting misstatements regarding reports of on-site reviews. Public disclosure also discourages accredited programs from misrepresenting facts regarding their accredited status.

In the event an accredited program makes incorrect or misleading statements, whether in published or oral form, TEAC also reserves the right to make a public correction of the incorrect or misleading statement in accordance with its policies, that is, policy on information sharing (XXXV), and its policy on misleading and incorrect statements (VI).

TEAC requires that accredited programs routinely provide information to the public regarding program performance, including student achievement results, as required by federal and state regulations and as determined by the institution and program itself. Ac-

credited programs must post a link to the Summary of the Case on their website, along with links to such other performance assessment summaries as they determine appropriate (including websites reporting Title II data).

XII. Annual report

Programs maintain their accreditation status by keeping their membership in TEAC current. The program must continue to meet TEAC's eligibility criteria, must continue to meet TEAC's quality principles and standards, and must submit annual membership dues to TEAC. In addition, the program must submit an *annual report*, due on the anniversary of the program's formal notification of its accreditation status. The annual report is typically no more than 5–10 pages.

Content and focus for the annual report

The typical TEAC annual report includes three things, which are to be submitted only in online electronic format:

1. An update of Appendix E, which is a table that describes the evidence the program relies upon, or plans to rely upon, and indicates any information that is different from that submitted in the *Brief* or an earlier annual report;
2. An update of the program's data spreadsheet(s) or data tables related to the program's claims; and
3. An update of the Table of Program Options with the number of students enrolled and graduated in total and by program option.

***Appendix E**:* The program is asked to update Appendix E to confirm the categories of evidence the faculty members rely on and have available to support their claims that their students know their subjects, know pedagogy, and can teach in an effective and caring manner. The update also notes any new categories of evidence the faculty plans to collect.

***Spreadsheet and data tables**:* The program submits a spreadsheet in SPSS or Excel to which it has added the most recent evidence the program has collected related to its claims, or the program updates the data tables that appeared in the Results Section of the *Inquiry Brief*.

***Table of program options**:* The program completed its Table of Program Options at the time of its audit, and the student enrollment and graduation numbers were reported by program option. This information will need to be submitted each year as part of the annual report. Separate entries must be included for those program options delivered through distance education format.

Other items that may be required in the annual report:

Substantive Change: These include changes in the published mission or objectives of the institution or education program; the addition of courses or programs that represent a significant departure from those offered when TEAC accredited the program; changes in legal status or form of control of the program; a contract with other providers for direct instructional services, including any teach-out agreements; any change that alters the adequacy of the evidence the program uses to support its claims that it satisfies TEAC's requirements.

***Addressing Weaknesses and Stipulations*:** Weaknesses need only be addressed at the time of the new *Inquiry Brief*. Stipulations must be addressed satisfactorily within two years of accreditation. Stipulations are removed by recommendation of the Accreditation Panel and decision of the Accreditation Committee.

In addition to a second annual report, programs seeking the removal of a stipulation will need to write a formal petition addressing any stipulations it received. The 1-5 pages will include (1) the stipulation(s) cited in the accreditation letter, (2) a brief description of how the program has addressed the stipulation(s), and (3) a list of the artifacts the program is submitting as evidence that it has addressed the stipulation. (The artifacts will be attached to the document.) A site visit to verify the report may be scheduled, audit fees may be charged, and a standard stipulation review fee as determined by the Board will be assessed at the time of the stipulation review by the Accreditation Panel. The Vice President for Audits will prepare a case analysis summarizing the program's petition to remove the stipulation(s) that will be forwarded, with the program's response, to the Accreditation Panel and Accreditation Committee.

XIII. Refund of registration fees for annual meeting or workshops

1. A full refund will be given if TEAC is notified in writing within 7 business days prior to the first day of the event.
2. No refund will be given if TEAC is notified fewer than 5 business days prior to the first day of the event.
3. A full refund will be given for the following exceptions:
 - Death of immediate family member, or
 - Personal illness prohibiting participation.

XIV. Formative evaluation policy

TEAC offers the following kinds of assistance in the development of a program's auditable *Inquiry Brief.*

Guide to Accreditation. The Guide gives a full description of TEAC's principles and standards; the accreditation process, including the audit; and detailed instructions on writing the *Brief.* Two copies are provided as part of membership in TEAC. Extra copies of the *Guide to Accreditation* may be purchased; please see the TEAC website (www.teac.org) for ordering information.

Annual Workshops. The dates and locations of these workshops are posted at the website and they usually occur in October and March. These are run on a cost-recovery basis; information about the date, location, and fees for the workshops are posted on the TEAC website. A *TEAC Exercise Workbook: Writing the* Inquiry Brief *and* Inquiry Brief Proposal is given to workshop participants and used during the workshop to help program faculty get started on a *Brief.* The Exercise Workbook is available in PDF format on the TEAC website or may be purchased.

Onsite Workshops. TEAC can accommodate requests for onsite and tailored workshops where the staff meets with a small regional group of institutions or comes to the program rather than the program coming to the staff. These are also run on a cost-recovery basis and cost a minimum of $2,000 per day, plus expenses and use the *TEAC Exercise Workbook: Writing the* Inquiry Brief *and* Inquiry Brief Proposal and the *Guide to Accreditation*. The

cost of materials and consulting are negotiated with the program.

Individual Consultation. When the issues facing a program are so unique that a workshop pitched at a group of institutions and programs fails to meet the all program's individual needs for assistance, TEAC can accommodate requests for individual consultation for a program faculty in our offices or onsite (pricing begins at $1,000 a day).

Formative Evaluation. TEAC provides a staff liaison to assist the program over a period of weeks and months in editing and revising the *Inquiry Brief*, methodological design, statistical analysis, interpretations of evidence, etc. TEAC funds this service from the audit fees all programs pay in the year of their audit.

Additional Support. A program may require, or desire, more help than the staff liaison can provide and in these rare cases consultants can be provided on an individually negotiated cost basis.

TEAC often makes an analogy between the doctoral dissertation or a journal article and the *Inquiry Brief*. While the dissertation or the scholarly article may benefit from the doctoral committee's or the editorial review board's guidance and suggestions, the full responsibility for the quality of the dissertation or article rests with the student or the researcher. It is entirely possible that the examining committee or the scholarly community may find significant weaknesses in the dissertation or article after it is published and these are fully and exclusively the author's problems to address.

XV. Local practitioner policy

The program will identify a practitioner to serve on the audit team to join with the other TEAC auditors and the state representative.

The role of the local practitioner is similar and complementary to that of the representative of the state department of education. In states where TEAC has a formal agreement or accreditation/program approval protocol, a state representative joins the audit team and serves as a resource with regard to state regulations and policies with regard to educator preparation. The local practitioner provides similar assistance with regard to matters of local practices and issues that may not be known to the state representative.

The local practitioner (such as a classroom teacher, principal, or counselor) is a member of the audit team; he or she participates in all activities of the team and is a party to all subsequent reports.

The addition of a practitioner adds a small cost to the audit visit. The program selects the practitioner, insures there is no conflict of interest, covers costs (if any) of a substitute, and pays the person no less than the same honorarium that is paid to the program's cooperating teachers.

The matter of a potential conflict of interest is complex and subtle in this case, because while the practitioner needs to be familiar with and knowledgeable about the program and its graduates, the person must not have a direct personal stake in the outcome of the audit. In any case, the person's relationship (past and present) with the program must be disclosed to TEAC; the person's vita along with a brief statement describing the program's reasons for selecting this person must be sent, electronically, to jo@teac.org.

The practitioner auditor receives briefing and training during the organizational meeting of the team the evening before the audit, has full access to the *Inquiry Brief* or *Inquiry Brief Proposal* and its supporting materials, and participates in the audit interviews and investigations.

PART TWO: POLICIES RELATED TO TEAC ADMINISTRATION

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XVI. Code of ethics

Members of the board of directors, Accreditation Committee, Accreditation Panel, and auditors are expected to maintain the highest standards of ethical behavior, which include, but are not limited to, the following:

1. Conduct themselves professionally, with truth, accuracy, and fairness;
2. Not accept consulting fees or other valuable considerations from applicants in exchange for offering confidential information in ways that might influence the accreditation process and decisions;
3. Not represent conflicting or competing interests in the accreditation process (See policy on conflict of interest, XVII);
4. Maintain confidences of all parties involved in the accreditation process and decisions;
5. Not intentionally communicate false or misleading information that might compromise the integrity of the accreditation process or decision; and
6. Not undertake the accrediting responsibilities for which they have not been trained comprehensively in TEAC's policies, practices, principles, and standards.

Members of the board of directors, Accreditation Panel, and auditors will be expected to assiduously adhere to the TEAC conflict of interest policy, XVII.

XVII. Conflict of interest

What constitutes conflict of interest or unethical conduct on the part of those affiliated with TEAC as *associates* – that is, TEAC employees, staff, officers, directors, auditors, panel members, consultants, and reviewers – has a moral as well as a legal base.

The TEAC associates are expected at all times to maintain relationships and practices in their TEAC activities that are legal, professional and ethical, and morally correct.

It is essential that all TEAC associates conduct TEAC business, and their private business and financial affairs that might impinge upon TEAC, in a manner that can withstand the sharpest scrutiny by those who would seek to find wrongdoing. It is also essential that TEAC have on record a written statement of this expectation of its associates.

The best way to ensure propriety and avoid even the semblance of wrongdoing is for all associates to follow a practice of full prior disclosure in writing of any association, relationship, business arrangement, or circumstance that might suggest to disinterested and objective referees that an associate's decisions were made:

1. Contrary to TEAC policy;
2. Contrary to its stated duties to its clients, members, and stakeholders; or
3. For personal gain or the gain of family, close friends, or non-TEAC associates.

When the rule of full prior disclosure is followed, interests, decisions, and actions that might otherwise seem questionable may be judged by TEAC to be entirely proper and acceptable.

When an associate has a material or substantial personal interest in an action, a decision, a contract, or other transaction to which TEAC is to be a party, ei-

ther directly or indirectly, the associate shall disclose the existence of such interest.

He or she shall also describe the nature of the interest (e.g., financial, family relationship, professional or business affiliation, etc.) to the other associates prior to the time action is taken by TEAC (or its board, panel, committee, or officers) with respect to the matter.

Further, he or she shall abstain from acting on the matter until TEAC determines whether or not the associate's disclosed interest constitutes an unacceptable conflict of interest.

An interested associate may be counted in determining the presence of a quorum but his or her vote may not be counted for purposes of the requisite action. The interested associate shall absent himself or herself from the portion of the meeting relating to the transaction in which he or she has an interest where, in his or her opinion or in the opinion of the chairperson of the meeting, the presence of the interested associate would inhibit free and full discussion of the matter under consideration.

In the event that the chairperson of the meeting is an interested associate, the members of the board, panel, or committee shall appoint a member by majority vote to undertake the powers and duties of the chairperson in connection with the matter under consideration.

XVIII. Open communication in the TEAC process

It is TEAC's philosophy that throughout all stages of the accreditation process TEAC and the program faculty maintain open and frequent communications on any and all relevant matters.

This policy is particularly directed at all decision points in the TEAC accreditation process, that is, (1) determination of candidacy based upon eligibility; (2) staff approval of the *Inquiry Brief* as ready for audit; (3) the audit report; (4) the case analysis prepared for the Accreditation Panel, (5) the Accreditation Panel's accreditation recommendation as presented in its accreditation report; (6) the decision of the Accreditation Committee; (7) the acceptance of the program's annual report, and if necessary; (8) any notification by the president of the results of an appeal of an accreditation decision by the program; or (9) any adverse action taken by TEAC over a failure of the program to remain in compliance with its accreditation status owing to complaints, weak annual reports, failure to pay dues and fees, etc.

In each of these cases, it is TEAC's policy to explain fully in writing the basis and logic of TEAC's decision and to provide the program with sufficient opportunity to explain and support any contrary views they may have and may wish to have TEAC consider in its deliberations and decision making.

In the TEAC system, the program learns of the degree of the program's compliance with TEAC's standards, including areas needing improvement, and the program's performance with respect to student achievement in two ways: (1) through attendance at the meeting of the Accreditation Panel, and (2) from the accreditation report written by the director of the Accreditation Panel.

The accreditation report gives the findings of the panel with regard to the degree of the program's compliance with each of TEAC's requirements (1.0–3.2.6). The accreditation report also notes any weaknesses in the evidence that should be addressed in the program's subsequent annual reports and stipulates instances where the evidence is below standard and was determinative in the particular accreditation status earned by the program faculty.

Representatives of the program are entitled to attend the meeting of the Accreditation Panel at which their program is considered for accreditation. Their attendance is for the sole purpose of their responding to

any remaining questions the TEAC staff and panel members may have about the *Inquiry Brief* or *Inquiry Brief Proposal* and the program under review for accreditation. They are further entitled to observe, without comment, the panel's deliberations and voting process so that they may be fully aware of the issues and reasoning that played roles in the panel's accreditation recommendation.

XIX. Anti-fraud and whistleblower policy

Fraud is defined as any unsafe, dishonest, or illegal act or the intentional, false representation or concealment of a material fact for the purpose of misleading another to act upon it to cause harm to the Teacher Education Accreditation Council ("TEAC") or to Employees or members of TEAC.

As stewards of the financial and other resources of TEAC, each employee has the responsibility for preventing fraud and safeguarding those assets. It is the policy of TEAC that each employee is responsible for the prevention, detection, and reporting of fraudulent or potentially fraudulent activities. Whistleblower protections are in place to maintain the confidentiality of the reporting employee and to guard against retaliation.

Fraud Prevention. The prevention of fraud requires each employee to be alert and vigilant in the performance of his or her job responsibilities. Each employee is expected to:

1. Act with honesty, integrity and the promotion of ethical behavior.
2. Believe that fraud is possible and that it can be identified.
3. Become familiar with TEAC's system of internal controls and the policies in place to ensure the safeguarding of assets and to understand his/her role, such as:
 - Signature authority limits, which relate to Requests for Proposals, contracts, purchase orders, invoices, expense reports, and any documents that obligate TEAC's resources—both financial and human: technology and equipment use policy; copyrights, royalties, patents policy; transportation expenses and travel expenses policy; consulting policy; other TEAC policies.
4. Identify assets for which he/she has responsibility including budgets, intellectual property, office supplies, computers, petty cash, amounts collected as revenue, inventoried items, etc.
5. Ask questions, with regard to the following:
 - If these assets were to be misused or misappropriated, how would one know?
 - What controls exist to prevent or detect inappropriate use or loss?
 - What additional controls are necessary to safeguard these assets?
6. Ensure adherence to the background check (i.e., criminal, financial, and professional) and other hiring policies and procedures of TEAC and support TEAC's efforts to hire honest employees.
7. Establish a positive control environment by ensuring that all employees are aware of TEAC's attention to potentially fraudulent activities and aware of their responsibilities to prevent fraud.
8. Ensure that the following actions are taken:
 - Maintain a positive work environment.
 - Report and account for all revenues generated and all expenditures incurred in the financial accounting system of TEAC.
 - Make no false or artificial entries in the accounting records for any reason.

- Make no payments in the name of TEAC for any purpose other than that described by the documents supporting the payment.
- Do not use TEAC funds or assets for any personal or unlawful purpose.
- Do not use TEAC identification, stationery, supplies, equipment, etc. for personal or political matters.
- Use good judgment when expending TEAC funds for reimbursable travel costs, etc., to ensure value received for each expenditure.
- Do not engage in false advertising, deceptive marketing practices or other misleading representations.
- Do not establish any bank or investment accounts in the name of TEAC without express permission from both the President and Chair of the Finance Committee.
- Record all transactions for accurate financial statement preparation.

Fraud Detection. To detect fraud, each employee must be aware of actions constituting fraud, which may include, but are not limited to:

1. Forgery or alteration of any document or account belonging to TEAC;
2. Dishonest reporting, on TEAC timesheets, of TEAC activities;
3. Forgery or alteration of a check, bank draft, or any other financial document;
4. Misappropriation of funds, securities, supplies or other assets for non-TEAC use or for personal use;
5. Impropriety in the handling or reporting of money or financial transactions, including the handling of customer credit card information, check copies, etc.;
6. Fraudulent financial reporting, billing for services not performed or for goods not delivered;
7. Participation in private inurnment (using TEAC's name or resources for personal gain);
8. Disclosing confidential and proprietary information to outside parties, accepting or seeking anything of material value (i.e., in excess of $100) from contractors, vendors, or persons providing services/materials to TEAC;
9. Destruction, removal or inappropriate use of records, furniture, fixtures, and equipment without the appropriate permission; and
10. Any similar or related inappropriate or dishonest conduct.

If there is any question as to whether an action constitutes fraud, contact either the President or Chair of the Finance Committee.

Honorariums. TEAC staff may accept honorariums for services provided external to TEAC sanctioned activities. It is expected that all time spent on such activities shall not be charged to TEAC, or TEAC projects.

Fraud Reporting. In the event of an alleged incident of fraud, each employee is responsible for acting as a whistle-blower by immediately bringing the information to the following confidential resources:

1. His/her immediate supervisor or
2. Chair of the Finance Committee or
3. The President.

Employees must exercise caution and sound judgment to avoid baseless allegations, which are those made with reckless disregard for their truth or falsity. An employee who intentionally files a false report of wrongdoing will be subject to discipline up to and including termination. In addition, employees who are aware of fraud and fail to report it may face personal action up to and including dismissal.

The whistleblower should NOT contact the suspected individual in an effort to determine facts or demand restitution. The whistleblower should NOT discuss the case, facts, suspicions, or allegations with anyone, unless specifically asked to do so by the President. The whistleblower is not responsible for investigating the activity or for determining fault

or corrective measures; appropriate management officials are charged with these responsibilities.

The party receiving the information will treat it as confidential, but will share it with the President or Chair of the Finance Committee to ensure prompt action. The following actions may then be taken by TEAC's management as the situation warrants:

1. Notification to TEAC's President, Treasurer (Chair), and Finance Committee (Chair.) (Note: In instances involving allegations against one or more of the forenamed officers, others of those listed or the Executive Vice President of TEAC should be notified.)
2. Investigation by the Board Chair and the Chair of the Finance Committee. Based upon the results of the investigation, TEAC may:
 - Contact legal counsel.
 - Undertake appropriate personnel action which may include restitution, suspension, or termination.
 - Implement/enhance relevant control systems.
 - Conduct training of TEAC staff as appropriate.

The member of TEAC's management performing the investigation shall have full access to:

1. All company records and premises;
2. All or any portion of the contents of files, desks, cabinets, and other storage facilities on the premises without prior knowledge or consent of any individual who may use any such items or facilities.

Dishonest actions will not be tolerated and violators may be discharged and/or referred to the appropriate authorities. Restitution may be required. This policy will be applied, as appropriate, to all Employees regardless of position/title, length of service, or relationship to TEAC.

Whistleblowers' Protections. Whistleblower protections are provided in two important areas – confidentiality and against retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, an Employee's identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense.

TEAC will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as harassment, termination, compensation decreases, or poor work assignments and threats of physical harm. Any whistleblower who believes he/she is being retaliated against must file a written complaint with the President or the Chair of the Finance Committee immediately. A proven complaint of retaliation shall result in a proper remedy for the person harmed and the initiation of disciplinary action, up to and including dismissal, against the retaliating person. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

Contacts. Questions related to the interpretation of this policy should be directed to the President of TEAC.

XX. Auditors' responsibilities

Auditors are responsible for attending, participating in, and successfully completing an entire TEAC auditors' training. Auditors assume full responsibility for all background preparation required to conduct an institutional program audit. Auditors represent TEAC as an organization, as the embodiment of a particular approach to specialized accreditation, and need to be ready to answer questions, grant interviews, and present TEAC positions in informal and formal occasions.

Auditors must be sure to carefully understand the local contexts about which the *Inquiry Brief* or *Proposal* is written and verify the evidence presented and the reported internal audit.

The lead auditor serves as an *ex-officio* non-voting member of the TEAC Accreditation Panel. Auditors are expected to maintain the highest levels of professional and ethical conduct.

Auditors receive an honorarium after completing an audit. Auditors' travel expenses are paid by TEAC upon submission of proper documentation and in accordance with TEAC's travel policy (XXIX).

The auditors function as a team of two or more, depending upon the complexity of the *Inquiry Brief*. The members of the team shall include a teacher and a faculty member in higher education from the field of education.

These ten principles describe the qualities the program faculty, staff, and students should expect from a TEAC auditor:

1. ***TEAC auditors maintain confidentiality during and after audits***. Auditors do not discuss or share their knowledge of programs or institutions, faculty, staff, and students with others except as required to fulfill their responsibilities to TEAC. In particular this means that they should not discuss at one institution the auditing experiences they had at another institution. There is a *need to know* criterion about shared information from site to site, but interpreting the *need to know* should be done as cautiously and conservatively as possible. (See principle 9, below.)

2. ***TEAC auditors commit fully to the process of the audit***. The auditors are prepared to participate in all activities related to the audit. While on site, they maintain focus and are not distracted from the work at hand by making and receiving phone calls and other messages. Auditors are instructed to arrange personal and professional schedules according to the requirements of the audit.

3. ***TEAC auditors disclose any conflict of interest***. Auditors should not audit programs at institutions where there is any appearance of a conflict of interest, such as could exist if the auditor:
 - Worked at the institution at some previous time;
 - Applied for a position at the institution at some previous time;
 - Is or was involved in a professional or personal conflict or collaboration with a member of the institution's faculty now or at some previous time; or
 - Is a candidate, or will soon be a candidate, for a position at the institution.

 None of these conditions will necessarily disqualify a person as a consulting auditor of a program at an institution. However, the person alone cannot decide whether a conflict of interest exists. The decision must be made by TEAC in consultation with the institution. Because TEAC staff will not be able to know if these or similar conditions exist, it is incumbent upon potential auditors to bring them to the attention of TEAC staff.

 While TEAC's policies firmly discourage gift-giving, receptions, banquets, and entertainment during the audit visit, sometimes these cannot be avoided altogether, and in these rare instances the auditors must be vigilant that their decision-making is not compromised as a result.

4. ***TEAC auditors are sensitive to privacy issues***. If faculty members or their faculty representatives show reluctance to share data that are requested by the auditors, then the auditors are instructed to be sensitive to their feelings and stop asking for them. If the data are central to the auditing process, the auditors will contact TEAC for direction in these matters. Privacy issues are very important to faculty and to TEAC, and care is needed to respect them and seek other ways to verify the evidence in the *Brief*. TEAC has also anticipated the fact that other ways may not be possible (see *disclaimer* audit opinions).

5. ***TEAC auditors do not evaluate the program or offer judgments or commendations to program faculty or institutional representatives***. At no time should auditors characterize the data they are reviewing in an *Inquiry Brief* in terms of whether or not they provide support for the faculty claims (except data about institutional commitment). It is important that TEAC auditors stay in role on this question—speaking and reporting *only* to whether the evidence in the *Brief* is accurate and fairly represented.

6. ***TEAC auditors are not coaches or consultants***. Auditors should not advance suggestions about how programs can be improved, how *Inquiry Briefs* might be improved, or how the program's chances for accreditation can be improved. Auditors are not to diagnose weaknesses in education programs, nor volunteer advice on these matters. Auditors of *Inquiry Brief Proposals,* however, are at liberty to seek information that will strengthen the program's eventual case and otherwise advise the program about methods that might be better suited to the program's argument.

7. ***TEAC auditors characterize TEAC policies with great care***. It is important that auditors qualify their interpretations or cite the language in one of the TEAC publications that officially addresses the questions posed to the auditor. In case of doubt, and without being dismissive, auditors will suggest that the inquirers call the TEAC office for official interpretations of TEAC policies (302-831-0400).

8. ***TEAC auditors maintain a professional distance between themselves and the program faculty***. Every event during the visit is part of the audit. Auditors are constantly on the alert for information that corroborates or disconfirms the information in the *Brief*. The audit team makes the best use of its time through continuous inquiry. Although sharing rides or meals with faculty and administrators during the audit sessions should be avoided if at all possible, meals are sometimes an efficient and effective way to convene a group; in such instances, auditors use the occasion to verify targets of interest. The issue is maintaining an optimum and uncompromised professional distance. Auditors should not be cold, aloof, or unfriendly.

9. ***TEAC auditors are discreet***. Auditors share information and perceptions with discipline and care. Wherever auditors travel, whether to large cities or remote rural areas, they will find that the *community* represented by the institution is also well represented in airports, restaurants, and public transportation. Although the auditor might feel safe in off-campus sites to characterize, for example, an exchange with a faculty member, or to portray a data set advanced to support a claim, such activity is extremely unwise.

10. ***TEAC auditors are positive and sensitive.*** Auditors are expected to make every effort to convey the attitude that their purpose is to verify the evidence in the *Brief.* They should avoid any mannerism that could be taken as a "*gotcha*" style or inquisitor approach to the audit. They are there to verify, and their demeanor should make it clear that they are willing to go the extra mile to verify and corroborate evidence. Should they fail to verify some evidence, which undoubtedly will happen, they must make doubly sure they are correct, and then take care not to embarrass the faculty with the revelation or otherwise call attention to their disappointment over the negative findings. This approach, apart from flowing from TEAC's core beliefs, also increases the likelihood that the faculty will cooperate and be forthcoming with auditors and as a result that the audit will successfully arrive at the proper conclusion.

XXI. Accreditation Panel responsibilities

The director of the Accreditation Panel, assisted by a staff liaison to the panel, manages the Accreditation Panel's work and supervises and directs panel functions and meetings. The director serves as chair of Accreditation Panel meetings or designates a qualified panel member to chair sessions of the meeting and is an *ex-officio* voting member. The director also assists TEAC's president in recruiting and training members of the Accreditation Panel.

The panel's members are appointed by TEAC's president for their experience and expertise in the evaluation of evidence and include at least one professional educator, one faculty member from an educator preparation program and the lead auditor (*ex officio*).

At least one member of the Accreditation Panel is someone who is familiar with institutions similar in size, mission, and context to the one offering the program.

In addition, so that they may be fully aware of the issues and reasoning that played roles in the panel's recommendations for the program's accreditation, representatives of the program are entitled to attend (in person or by video- or teleconference) the session of the meeting of the Accreditation Panel at which their program is considered for accreditation. They are invited to observe, without comment, the panel's deliberations and voting process. They also answer any remaining questions the TEAC staff and panel members may have about the *Brief*. They do not present their *Brief* or debate their case; nor do they introduce new unaudited evidence, but before the panelists vote, the representative(s) are asked to correct any errors or misstatements they have heard in the panelists' deliberations.

Any or all of the panelists may participate in a meeting of the panel by conference call, web-assisted or video conferencing. As long as everyone participating in the meeting is able to hear or read one another's messages, the panelist is considered present.

Terms of service on the panel. The panel is assembled from a pool of about a dozen persons. The members of the pool are appointed to an initial three-year term and may be reappointed for one additional term of up to three years. No member serves in the pool for more than two consecutive terms (i.e., consecutive terms cannot exceed six years).

Training of the panelists. All members of the Accreditation Panel pool receive initial and periodic training in the TEAC system and operational policies and participate in an orientation and review of the policies at the outset of each panel meeting.

Frequency of panel meetings. The Accreditation Panel convenes on an as-needed basis, but usually no more than three times a year.

Any action required or permitted to be taken by the panel may be taken without a meeting if a written consent, setting forth the action to be taken, is signed by all the panelists authorizing the action. The panelists' consent has the same force and effect as their unanimous vote would in a meeting.

Voting protocol. Accreditation recommendations require no less than four affirmative votes. This means that a four-person quorum must provide a unanimous recommendation for an accreditation recommendation to be forwarded to the TEAC Accreditation Committee. Similarly, five- and six-member panels must achieve at least four affirmative votes to advance a recommendation.

Accreditation Panel Process

Before the meeting. At least two weeks before the meeting, all participants receive the *Briefs* and supporting materials. The panelists are expected to study the materials thoroughly, review the lead auditor's and panelist's analysis of the program's case for accreditation, and be prepared to make and defend a recommendation about each *Brief* in accordance with TEAC's principles and requirements.

The panel director, assisted by a staff liaison to the panel, assures that all necessary materials for the meeting are assembled, and that rules related to the meeting quorum and composition are satisfied. Any supporting documents not mailed to panelists are made available for review prior to the beginning of the opening panel session.

Order of business for the panel's meeting. During its meetings, the Accreditation Panel follows Roberts Rules of Order. A simple majority vote is required to affirm all procedural motions.

During the meeting. At the opening session, the director reminds panelists and observers of the guidelines for the meeting, provides an orientation, and reviews pertinent information, including the availability of materials and the schedule. The panel's deliberation of each program will conform to the following format.

Introductions. The panelists and the program representatives introduce themselves to each other, giving their affiliations and a brief summary of their experiences related to the panel's work.

Motion. To open the panel's deliberations, the director of the Accreditation Panel enters a formal motion for the accreditation status requested by the program faculty and seeks a *pro forma* second from members of the Accreditation Panel.

Review of materials. The lead panelist for the case presents and reviews the case analysis, which is followed by a discussion among the panel members about the documents pertinent to the case, particularly the findings in the audit report and the case analysis. During this open discussion, the panelists may query the auditors and staff about these documents and any matters relating to them.

Questions for the program representatives. When they are ready, the panelists formulate any questions they have for the program's representative(s).

Review of questions. If there are questions, the director of the Accreditation Panel then reviews with the panel the questions that have emerged during this discussion and indicates which will be asked of the program representative(s).

Responses by the program representatives. The program representative(s) responds briefly to each question, which is posed by the director of the Accreditation Panel on behalf of the panel. The answer must be limited to the question asked and should not be a response to other issues heard during the panel's opening discussion, except to correct an error of fact. The purpose of this part of the meeting is only the clarification of points of fact pertinent to an accreditation recommendation. It is not an occasion for debate, presentation, or the introduction of new evidence and information.

Panel's deliberation. After the program representative(s) has responded, the panel members move on to consider the lead auditor's and lead panelist's recommendation for an accreditation status and whether the record warrants the citation of any weaknesses and stipulations.

The director of the panel reviews any possible stipulations and weaknesses with the panelists, both those that were noted in the case analysis, and any new ones that emerged during the discussion. Following a discussion, the director notes any weaknesses and stipulations for inclusion in the Accreditation Report.

Panel's judgment. After the panel has set aside any plausible rival explanations for the evidence, determined that the evidence is of a sufficient magnitude, noted any areas of weakness and potential stipulation, and determined whether the program makes the case for satisfying each TEAC principle, the director turns the panel's deliberations to the opening accreditation motion or one modified by the panelists.

If the evidence for a *subcomponent* is insufficient and inadequate, the panel formally considers and cites a weakness in the subcomponent.

If the deficiency is in the evidence for a *component*, the panel considers and cites a stipulation in the component.

The citations of weaknesses and stipulations may be voted on separately or collectively and before, after, or with the accreditation motion.

Before the panel votes, the panel director asks the

program representatives if they have heard the panelists make any errors and how, if they have, the error should be corrected.

Voting. The motion must be voted on and passed with a minimum of four votes (a meeting quorum consists of four voting Accreditation Panel members).

If the motion does not receive at least four positive votes, the chair enters a substitute motion. A second to this motion is, then, secured from members of the Accreditation Panel.[1]

At the conclusion of this portion of the meeting, any program representatives are excused from the room, with the panel's appreciation and presumably with its congratulations.

Accreditation justifications. After the panel approves the final accreditation recommendation and any formal stipulations and weaknesses, its deliberations are concluded. The panelists now discuss their reasons for their decision for the purpose of giving the panel director guidance with regard the panel's report, which must provide written justification and feedback to the program about student achievement and the accreditation recommendation.

Debriefing. After each case, the Accreditation Panel members also rate their confidence in their individual decisions and in the panel's recommendation. The panelists offer the director suggestions for improving the quality and efficiency of the review and deliberation process.

[1] Protocol for an unlikely scenario. Should the motion for accreditation, weakness, or stipulation fail, another motion is made until one is passed by at least four votes. In the event of a tie, the president of TEAC will cast a tie-breaking vote and enable a majority report. In the unlikely event that four votes cannot be found for any motion, the members in majority write an accreditation report and the members of the minority write a minority report in which they explicate their contrary recommendation. The two reports are sent to the Accreditation Committee for a decision. The program is able to appeal the lack of a single panel recommendation if there are adequate grounds. If there are no qualifying grounds, the two reports are sent to the Accreditation Committee.

Accreditation Panel report and follow-up activities. The director of the Accreditation Panel, or the chair appointed by the Director for a particular session, writes an Accreditation Panel Report, drawing on the panel's deliberations, findings, and debriefing comments. The Accreditation Report contains:

1. The time and place of the panel meeting and the names and affiliations of the members of the panel, the program representatives, and the TEAC staff members who were present;
2. The vote and the accreditation recommendation;
3. The panel's justification for the recommendation;
4. Feedback to the program about the program's performance with respect to student achievement (per Section §602.17(f) of the U.S. Department of Education's recognition of accreditors regulations, this feedback reiterates the case analysis evidence which is consistent and inconsistent with the program's claims about student achievement);
5. Recommendations about any weaknesses that must be addressed in the program's annual report or subsequent *Inquiry Brief* to TEAC; and
6. Recommendations for any stipulations that must be addressed and removed within two years.

The director submits the report to TEAC's president within five business days of the panel's decision. The president of TEAC, in turn, sends the Accreditation Panel Report to the program faculty for comment. The program faculty then has two weeks to respond in writing to the arguments and findings in the Accreditation Panel Report.

XXII. Board membership responsibilities

The affairs, activities, and policies of TEAC are managed by or under the direction of its board of directors. Board responsibilities shall include but not be limited to the following:

1. Attend and participate in the meetings of the board of directors;
2. Review and set broad policy for TEAC;
3. Appoint and fix the salary of the president who will be TEAC's chief administrative officer, and who shall serve at the pleasure of the board;
4. Review TEAC's accreditation and non-accreditation activities, policies and procedures, and review personnel appointments;
5. Establish, in consultation with the president and as necessary, those standards of a fiscal and operational character;
6. Review and approve the annual budget, establish budget procedures, and provide for an annual independent audit of TEAC's books;
7. Approve the program and agenda and decide on the times and places for TEAC's annual meetings;
8. Review the production of TEAC's publications;
9. Promote membership in TEAC;
10. Give authority to any officer to affix the TEAC seal of corporation and to attest the affixing by his or her signature;
11. Through its Accreditation Committee review the final audit reports, any reports from consulting reviewers, and Accreditation Panel report, any information provided by TEAC's president, and any responses from the program under review;
12. Through its executive committee, accept or reject, with supporting rationale, the findings and recommendation of the appeals panel;
13. Attend, participate in, and successfully complete a training session on the TEAC system given to the accreditation panel members; and
14. Act on complaints against TEAC.

An annual meeting of the board of directors is held for the election of officers and, if necessary, directors, and for the transaction of business.

Directors are not compensated for services rendered to TEAC in their capacities as directors. Directors may be reimbursed for expenses incurred in the performance of their duties to TEAC, in reasonable amounts. A director may also perform non-accreditation services for TEAC in a capacity or capacities other than as a director, and if so, may receive compensation for such services if they are reasonable and necessary to carrying out the exempt purposes of TEAC and if such compensation is not excessive.

Honorary boards or advisory groups may be elected or appointed by the board to act in any advisory capacity to TEAC.

XXIII. Accreditation Committee responsibilities

The Accreditation Committee is asked to make two decisions. The first concerns whether TEAC followed its own procedures throughout the process of bringing the panel's recommendation about the program's accreditation to Accreditation Committee.

The second concerns the accreditation decision itself. The Accreditation Committee must decide whether the accreditation report, which contains the Accreditation Panel's recommendation, is convincing and consistent with its own reading of the *Brief*, the audit report, the case analysis, any reports of the consultants, any correspondence, TEAC's guidelines, and TEAC's policies. To modify the recommendations and findings of the accreditation report, the Accreditation Committee must find evidence that falsifies or contradicts the panel's recommendation.

After the Accreditation Panel formulates its accreditation recommendations, the TEAC staff sends the panel's accreditation report to the program head, who has two weeks in which to respond in writing to the recommendations in the report. In anticipation of the next meeting of the Accreditation Committee, the president of TEAC collects, reviews, and distributes the appropriate documents from the accreditation process.

At its next scheduled meeting, the Accreditation Committee reviews the *Brief,* the final audit report, any reports from consulting reviewers, the case analysis, the accreditation report, any information provided by TEAC's president, and any responses from the program under review. After deliberation, the Accreditation Committee either accepts or rejects by a majority vote the recommendation of the Accreditation Panel.

In the unlikely event that the Accreditation Committee fails to accept the panel's recommendation, the committee must give written reasons for its own decision to reject the recommendations in the accreditation report and to formulate new ones. The program may appeal the Accreditation Committee's decision and an appeals panel, appointed by the chair of the board of directors, hears the appeal in accordance with TEAC's policy on appeals (VIII above).

Order of business for the meeting of the Accreditation Committee

At the opening of the Accreditation Committee meeting, the chair of the committee introduces the members, staff, observers, and guests. The chair reminds those in attendance of the guidelines for the meeting and reviews pertinent information, including the availability of materials, the schedule, conflicts of interest, and TEAC's principles and requirements. The consideration of each program conforms to the following format:

1. **Presentation of the case.** One member of the committee, selected beforehand by the chair, gives an overview of the panel's recommendations and the evidence that the TEAC staff complied with TEAC's policies and regulations.

2. **Certification of the process.** Certification that TEAC has followed its procedures in the case before the Committee is determined by a majority vote of the committee. The committee examines the documentation cited by the TEAC staff and certifies that the TEAC's procedures, policies, regulations were followed. In cases where the committee finds that the staff's failure to satisfactorily comply with the procedures was of some consequence, it orders remedies for the errors made by the staff.

3. **Acceptance of the panel's recommendations**. Once the committee certifies that TEAC has followed its process, or determines that the process was not unduly compromised, the committee examines each finding and recommendation the panel has made.

 The committee scrutinizes the panel's conclusions, including any stipulations and

weaknesses the panel has formulated with regard to each of the three quality principles. The committee examines the record to see if there is any basis for a different accreditation recommendation from the one the panel brought forward.

4. **Committee's decision, minutes, and report.** After the committee has made its decision by majority vote, it discusses the contents of the draft minutes of its meeting. The committee's minutes in the instance where it accepts the panel's recommendations can be brief and simply state the outcomes of the Committee's deliberations.

 In the cases where the committee rejects any of the panel's recommendations, including those about stipulations and weaknesses, and makes a new accreditation decision, the committee must fully justify its findings and new decision. This will require a separate report to the program faculty and to the TEAC staff.

 The committee's minutes also presents its findings, decision on the certification of TEAC's procedures, and any remedies it orders. The minutes may also present recommendations to the staff and the full board of directors about changes in TEAC's policies, regulations, and procedures.

5. **Debriefing.** At the close of its meeting, the committee will analyze its own decision-making, particularly with reference to its individual and collective confidence in its conclusions and accreditation decision and to procedural modifications it would like to implement at its next meeting.

XXIV. Annual budget approval policy

The TEAC president will draft an annual budget that will be reviewed and approved by the executive committee—that is, the chairperson, the vice-chairperson, the treasurer, the secretary, the president, the chairperson of the Accreditation Committee, and one other board member nominated by the chairperson—before the board of directors' meeting. The proposed budget, as amended by the executive committee, is then reviewed by the full board and given final approval at its June meeting. The budget takes effect on July 1.

XXV. Proxy voting policy

Any TEAC board or committee member, upon receipt of the following form, signed and dated, from another member or the board or committee may cast a proxy vote:

I, [a director of the Teacher Education Accreditation Council board of directors or a committee member], residing in _____, hereby nominate and appoint _____ my true and lawful attorney, with power of substitution, for me and in my name, to vote as my proxy at the [TEAC board of directors meeting or committee meeting on *date*] as fully and with like effect as I might or could have done if personally present, hereby ratifying and confirming all that my said attorney may do in my name, place and stead. I hereby revoke any proxy or proxies heretofore given by me to any other person, or persons, whatsoever.

XXVI. Annual meeting planning committee

The annual meeting of the members of TEAC is primarily a forum for the representatives of the members to learn from each other about new and creative ways of addressing the three TEAC quality principles and developing a compelling *Brief.* The meeting provides opportunities, pertinent scholarship, and research findings that relate to TEAC's purposes and mission. The annual meeting agenda includes a business meeting for the members and, if appropriate, for the board of directors.

The annual meeting planning committee, working with the Vice President for Membership, will have the following responsibilities:

1. Make recommendations to the president on selected aspects of the annual meeting (e.g., conference theme, keynote speakers, etc.);
2. Recommend program topics; and
3. Assist in the evaluation and execution of the annual meeting.

XXVII. Diversity

It is the policy of TEAC to demonstrate its commitment to increasing diversity by representing the interests and seeking the perspectives of diverse populations in TEAC programs, committees, and activities. To this end, TEAC and its board of directors will take the following actions:

1. Consider diversity when forming committees, task forces, and other official groups to the extent feasible in its membership. Diversity includes ethnicity, race, gender, age, geographic region, professional background, experience, role, and size of organization. Where specific TEAC groups do not include representation of diverse populations, members of the group will seek input from individuals outside the TEAC membership to ensure the voices of diverse populations are heard.
2. Develop a slate of candidates for the board of directors that reflects TEAC's commitment to diversity.
3. TEAC conferences and workshop include sessions dealing with the interests and concerns of a diverse constituency.
4. Represent diversity in written and visual materials that are intended to represent or describe TEAC.
5. Promote membership recruitment to increase diversity in membership.

XXVIII. Sexual harassment

Sexual harassment of and by TEAC associates will not be tolerated. Sexual harassment is recognized as a form of sexual discrimination, which includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

While sexual harassment generally involves repeated behavior or a pattern of behavior, the board of directors recognizes that addressing individual incidents is a way of preventing inappropriate behavior from becoming pervasive.

Complaints: TEAC staff members, directors, members or others who believe they have been sexually harassed by staff members, directors, or other representatives of TEAC are encouraged to submit a written complaint to the TEAC president or to the chairperson of the board of directors. The chair and president, or designated director, will determine the appropriate course of action.

Confidentiality: All matters involving sexual harassment complaints shall remain confidential to the extent possible and provided by law.

XXIX. Travel expense reimbursement

Reimbursement is made only for necessary expenses of a traveler in the performance of his or her official duties. Expenses reimbursed by any other entity (government, corporation, association, organization, individual, etc.) may not also be reimbursed.

Each traveler is to be reimbursed only for his or her own personal business travel expenses (such as car, cab, train, plane, lodging, meals, related phone expenses).

Procedure. The TEAC expense form is to be used to obtain reimbursement for authorized expenditures within TEAC guidelines and to settle any cash advances issued for the trip. TEAC expense forms must be signed by the traveler and approved by TEAC. The TEAC expense form must clearly state the beginning and end dates of the travel, destination(s), and TEAC business related purpose of the trip or expenditures.

TEAC expense forms that are incomplete or lacking approvals or required documentation (such as original receipts for all lodging expenses and for other itemized expenses over $10) will be returned to the requestor for correction.

Receipts. Original receipts and tickets are required for reimbursement of lodging expense and for all other itemized travel expenditures except taxi fares less than $10. Travelers are expected to be able to substantiate claimed expenses under $10 with adequate records. This essentially means keeping a detailed record, such as a diary, an account book, or some other statement of expense.

Meals. Approved meals and incidental expenses for overnight travel will be reimbursed at reasonable actual costs. “Reasonable” is to be determined by TEAC. The federal meal and incidental expense *per diem* rates may be used as guidelines to determine if an expenditure is reasonable. Federal *per diem* rates can be found at http://gsa.gov.

All meal expenses must be itemized on the TEAC expense form with a list of names of those who attended, and individual meal expenses that exceed $10 must be supported by original receipts that itemize the meal expenses and are not simply the credit card receipts.

Reimbursements for meals related to travel not involving an overnight stay are required by the Federal government to be reported as taxable income to the recipient. Such reimbursements will be reported on the employee’s W-2 form at the calendar year end.

Lodging. Reimbursable lodging charges may not exceed the normal charge for a single room. It is expected that the traveler will exercise prudent judgment in selecting a place to stay and will endeavor to obtain the lowest commercial rate available at the place of lodging. Original detailed receipts must be obtained and submitted to request reimbursement. Travel-related lodging at the home of an acquaintance may be permitted at a rate not to exceed $10 per day, and does not require receipts.

Expenses for spouse. Reimbursement for all travel expenses, including meals and lodging, is limited to the TEAC team member traveling on authorized TEAC business and does not include expenses of a spouse or other traveling companion. If lodging is for more than the employee, TEAC reimbursement is limited to the usual single room rate, which should be indicated on the face of the hotel/motel bill.

Registration fees. For advance payment of registration for a seminar or conference, TEAC will issue a check directly to the conference administration. If not paid in advance, reimbursement for approved registration fees may be requested on the TEAC expense form with proof of payment.

Transportation. The mode of travel is to be justified on the basis of the most economical use of the traveler's time and the requirements of the trip. If, for the convenience of the traveler, an indirect or interrupted route is chosen, any additional expense will be borne by the traveler. Reimbursement for expenses will be based only on such charges as would have been incurred by a usually traveled route.

Air travel. When traveling by commercial airline, accommodations are to be for tourist, coach, or economy class. Cost of upgrades will be at the traveler's personal expense.

Travelers are required to report on the TEAC expense form air and rail tickets charged on the TEAC credit card when the trip is completed. Original ticket stubs should be submitted with the TEAC expense form. It should be stated that the tickets were charged directly to the TEAC and no ticket reimbursement is needed.

Train or bus. Train and bus fares on any trip may not exceed the regular fare charged the general public. The traveler should take advantage of round-trip or excursion rates whenever possible. Upgrades, including the Metroliner Club Car, will be at the traveler's personal expense.

Train fares should be charged directly to TEAC by making reservations through the TEAC travel agent.

Taxi fares. Taxi fares are reimbursable only when it is necessary to use such means of transportation. Receipts are required for any fare over $10.00. Taxi costs are to be itemized when submitting a request for reimbursement.

Automobile rentals. Commercial-discounted rates are available with Avis, Hertz, or Budget rentals when alternative methods of transportation are more expensive or not available. Information on corporate rates and reservations may be obtained by making reservations through the TEAC travel agent or contacting the following websites:

Hertz: www.hertz.com (1-800-654-3131)
Avis: www.avis.com (1-800-230-4898)
Budget: www.budget.com (1-866-994-1774)

At the end of the travel, the original rental agreement and invoice are required to be submitted with the TEAC expense if reimbursement is appropriate.

Privately owned vehicles. Privately owned vehicles may be used for TEAC travel. Reimbursement for use of a privately owned vehicle will not exceed the cost of a common carrier fare.

Use of a privately owned vehicle is reimbursable at the approved TEAC per mile rate, which is to cover all operating expenses, including repairs, insurance, gasoline, depreciation, towage and other similar expenditures. Parking and toll charges are allowable travel expenses. Original receipts or stamped parking tickets showing the exact payment made and date are to be submitted for each expense that exceeds $10.

Non-reimbursable expenses. Charges for babysitting, fines for traffic violations, boarding of pets, travel insurance, loss or damage to personal property, personal telephone calls, valet service, newspapers and periodicals, repairs to personal vehicles used for work related purposes, travel expenses for spouse and other family members, and movies are representative of expenditures that are not reimbursable under TEAC policy.

Miscellaneous. Telephone service charges for TEAC business calls are to be separately itemized on the TEAC expense form, and should not be reported as lodging expenses, even though such charges may be shown on the hotel or motel receipt.

Customary tips for hotel staff, porters, and drivers may be submitted for reimbursement and should be itemized.

Institutions' policies vary regarding the reimbursement of the cost of alcoholic beverages consumed with meals. TEAC honors the policies of its member institutions in this regard: reimbursement for such charges will only be requested where institutional policy permits. TEAC staff who host meals for guests of TEAC may submit reasonable meal expenses, including those for any beverages consumed with a meal. When TEAC staff are the only ones present at a meal, alcoholic beverages will not be reimbursable.

Approval of exceptions. The president of TEAC must approve exceptions to this travel policy.

XXX. Record retention

TEAC will maintain complete and accurate records of its last two full accreditation reviews of each program. Such records shall correspond to each level of review summarized in the guide to the TEAC accreditation process and shall also include any reports of special reviews or periodic reviews conducted by TEAC between regular reviews. TEAC also will retain copies of all accreditation decisions, including all adverse actions.

XXXI. Consistent application of standards

TEAC is committed to ensuring that its auditors, Accreditation Panel, Accreditation Committee, appeals panel, and executive committee consistently apply TEAC's standards. Consistent application of standards is ensured through a variety of methods, including the following:

1. The Accreditation Panel engages in extensive debriefings following each meeting to ensure that TEAC standards are consistently applied as part of its deliberations.
2. The Accreditation Committee, as part of its review of recommendations, engages in periodic exercises to ensure that standards were consistently applied across a selection of program evaluations.
3. TEAC's training programs for auditors, members of the Accreditation Panel, and the Accreditation Committee are designed to ensure that TEAC's standards are consistently applied. Candidates for membership on the Accreditation Panel and Accreditation Committee are invited to attend meetings of the relevant bodies as fully briefed observers, participating as non-voting members is sessions.
4. The TEAC staff conducts an annual analysis of all citations by the Accreditation Panel and Accreditation Committee to assess consistency.
5. The TEAC staff obtains comments from auditors regarding the application of TEAC standards.

PART THREE:
POLICIES RELATED TO THE PUBLIC

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XXXII. Review of standards

TEAC strives for a culture of inquiry in its own activities as well as the activities of its members and would see the periodic review of all aspects of its standards, principles, intellectual underpinnings, logic, and policies as the natural outgrowth the kind of culture it seeks to create.

TEAC reviews its standards and policies periodically and primarily in the following manner:

1. TEAC engages a third party to survey accredited program administrators, students, faculty, and graduates, employers, professional associations and regulators on the validity of TEAC's standards.
2. The survey is administered once in a five-year period so that TEAC's standards will be reviewed at least once during the period of a program's accreditation status.
3. The survey calls for a rating of each element of the TEAC system with respect to its continued contribution to the assurance of program quality. The survey also calls for an open-ended response to missing categories of information that would enhance the assurance of program quality.
4. Standard survey research practices are followed with regard to sampling and response rates to insure valid interpretation of the results of the survey.
5. The Accreditation Committee reviews the results of the survey for proposals, if appropriate, to modify in whole or in part the TEAC standards, practices, and principles.
6. In its review of standards, the Accreditation Committee, also considers (1) comments on the value of the standards, made by the submitters of *Inquiry Briefs* and *Inquiry Brief Proposals*; (2) the analysis by program faculties and TEAC staff of the literature on accreditation; (3) the members' inquiry and research reports at the annual meetings; and (4) the contributions of the senior staff to the scholarly literature on standards and the evidence of standards.
7. Upon the recommendation of the Accreditation Committee, the board of directors, or executive committee, will initiate TEAC's revision of standards policy (XXXIII) no later than one month from the date of the Accreditation Committee recommendation that modifications to the standards should be made.

XXXIII. Revision of standards

Upon the directive of the board of directors, or its executive committee, the Accreditation Committee will draft revisions as soon as possible, but in no event should steps 1–5 below take more than twelve (12) months after the board or executive committee initiates the revision of standards policy.

1. Draft revisions of the standards are first reviewed by the representatives of each member institution, and subsequently by a focus group of representatives of accredited programs, communities and organizations of interest, regulators, employers, students, and graduates.
2. TEAC will also obtain member and third-party comments on the draft revisions as follows:

 2.1. Persons, institutions, and organizations with an interest in TEAC, including all pro-

grams accredited by TEAC or seeking accreditation, school superintendents, state boards of education, teachers, principals, and employers are advised of the proposed standard revisions and the date the TEAC board will consider adoption of the revisions. This will be accomplished through a written notice published on TEAC's website and listserves that identifies the proposed changes and the reasons for the changes.

2.2. The notice of the proposed standard revisions will solicit comments from all communities of interest, including interested persons, institutions and organizations.

2.3 Parties will have 30 days to provide comments. Comments can be provided to TEAC in hard copy or electronic form at the third-party comment link at www.teac.org.

2.4 The draft revisions in the TEAC system will be presented for discussion at TEAC's annual meeting of the members.

3. Once the comment period has expired, and after the annual meeting, the TEAC board or executive committee will consider and take action on the proposed standard revisions. The TEAC board or executive committee can adopt the standard revisions as proposed, adopt the proposed standard revisions with additional changes or modifications, defer action for further study and consideration, or reject the proposed standard revisions.
4. If the standard revisions are adopted, the TEAC board or executive committee will set a date for implementation and promptly announce the adoption of the standard revisions and their effective date.
5. The standard revisions, along with an explanation of the revisions, will be published and sent to all persons, institutions, and organizations with an interest in TEAC.

XXXIV. Decisions of states and other accrediting agencies

The policy has four sections (A-D).

A. Except as provided in section B of this policy, TEAC will not grant accreditation, initial accreditation or renewal of accreditation to any program during any period in which the institution that offers the program:

1. Is subject to a pending or interim action by another recognized accrediting agency to deny accreditation or preaccreditation to the institution, or to suspend, revoke or terminate the institution's accreditation or preaccreditation;
2. Is subject to a pending or interim action by a state agency to suspend, revoke, withdraw or terminate the legal authority of the institution to provide postsecondary education in the state;
3. Is subject to probation or any equivalent status by another recognized accrediting agency.

B. TEAC may vote to grant accreditation or initial accreditation status to any program that is subject to any action described in Section A above, given that TEAC provides the U.S. Department of Education, within 30 days of its action, with a thorough explanation, consistent with its accreditation standards, as to why the previous action by another recognized accrediting agency or the state against the institution that offers the program does not preclude the granting of accreditation or preaccreditation status.

C. If another recognized accrediting agency takes an adverse action with respect to any institution offering a program that TEAC also has accredited, or places such institution on probationary status, TEAC will immediately initiate its own accreditation review of the same program offered by that institution to determine what action, if any, should be taken against the TEAC accredited program.

D. TEAC will, upon request, share with other recognized accrediting agencies and state agencies information about the accreditation status of a program and any adverse actions it has taken against an accredited or initial accredited program.

XXXV. Information sharing

The policy has three sections (A-C).

TEAC will routinely share with other appropriate accrediting and state agencies information about the accredited status of its accredited programs and any adverse actions it has taken against its accredited programs. In addition TEAC will share information regarding its accrediting decisions in the following manner:

A. TEAC will regularly submit to the U.S. Department of Education the following items:

1. Notice of final accrediting actions taken by TEAC with respect to the programs it accredits.
2. A copy of any annual report that may be prepared by TEAC.
3. A copy, updated annually, of TEAC's list of accredited programs.
4. A summary of TEAC's major accrediting activities during the previous year, if so requested by the U.S. Department of Education.
5. Upon request of the U.S. Department of Education, information regarding an accredited program's compliance with Title IV, HEA program responsibilities, including its eligibility to participate in Title IV and HEA programs, for the purpose of assisting the U.S. Department of Education in resolving problems with the program's participation in these programs.
6. The name of any program accredited by TEAC that TEAC has reason to believe is failing to meet its Title IV program responsibilities or is engaged in fraud or abuse and the reason for TEAC's concern.
7. Any proposed change in TEAC's policies, procedures, or accreditation standards that might alter TEAC's scope of recognition or compliance with the U.S. Department of Education recognition requirements.

B. Within thirty (30) days from the date of the decision, TEAC notifies the U.S. Department of Education, the appropriate state authorities, the appropriate accrediting agencies and the public of the following:

1. A decision to award accreditation or initial accreditation to a program.
2. All adverse actions, including a final decision by TEAC to deny or withdraw the initial accreditation or accreditation of a program. The U.S. Department of Education and the appropriate state authorities are notified of the final decision at the same time as the institution. TEAC will post a notice on its website, informing the public of final decisions to deny or withdrawal accreditation of a program, within 24 hours of its notice to the program.
3. A decision to withdraw initial accreditation or accreditation resulting from an accredited

program's voluntary withdrawal from the accredited list. The date of such a decision is the date on which TEAC receives notification from the program regarding the voluntary withdrawal. In such case, the notification will be made within 30 days from receipt of such notification.

4. A decision to withdraw initial accreditation or accreditation resulting from an accredited program's decision to allow its accreditation or initial accreditation to lapse. The date of such a decision is the date on which the program's accreditation or initial accreditation lapses. In such case, the notification will be made within 30 days of the date on which accreditation or initial accreditation lapses.

C. Within sixty (60) days after a final decision to deny or withdraw accreditation or initial accreditation, TEAC will provide the U.S. Department of Education, the appropriate state authorities, and the public upon request, a statement summarizing the basis for its decision and the program's response to that decision, if any. Specifically, TEAC provides the appropriate federal and state authorities with a copy of the final decision letter to the program, and the program's written grounds for appeal, if any.

XXXVI. Public disclosure

TEAC shall make the following information available to the public:

1. A guide to the TEAC accreditation process and an operations policies manual, both of which list the categories and terms of TEAC accreditation and the standards and procedures used in deciding whether to grant accreditation.
2. The names, academic qualifications, employment and organizational affiliations of the members of the board of directors, Accreditation Panel, Accreditation Committee, and TEAC staff.
3. A list of programs accredited by TEAC, including each program's accredited status and the date each program will next be reviewed for accreditation or initial accreditation.

The foregoing information shall be available on TEAC's website and, upon request, will be provided in hard-copy form. If the information is requested in hard copy form, TEAC may request reimbursement for any copying and shipping charges.

XXXVII. Third-party comment

At least 45 days prior to consideration by the Accreditation Committee of whether to grant a program accreditation or initial accreditation, TEAC will provide public notice to its communities of interest and to members of the public which states that the program is to be considered for accreditation or initial accreditation. The public notice shall provide an opportunity for third parties to offer written comments regarding the program's qualifications for accreditation.

The TEAC president shall ensure that such notice is widely disseminated to relevant communities of interest such as member and non-member educator preparation programs, program faculty and students,

school superintendents, state boards of education, teachers, principals and employers of program graduates. Comments from third parties must be received at least 15 days prior to the Accreditation Committee meeting at which the program will be considered. Comments may be submitted in writing or through TEAC's website. The program will be provided with an opportunity to respond to any comments submitted by third parties. The Accreditation Committee will consider the comments, if any, and the program's responses to the comments.

XXXVIII. Policy toward states and other accreditors

States

The purposes of reviews for state program approval review and accreditation differ: the former assures the eligibility of the program's graduates for the state's license in the profession; the latter assures the quality of the program. However, in practice the reviews themselves are sufficiently similar that states and accreditors can fruitfully cooperate in the process.

TEAC enters into agreements with states to coordinate TEAC program accreditation and state program review. For the state, the benefit of these agreements is that they allow TEAC to share with the state valuable information that would otherwise be unavailable to the state. For the program, the benefit is a marked reduction in cost and effort. For TEAC, the benefit is that accreditation is more attractive to programs when it can be integrated with the state's program approval process.

Accreditors recognized by U.S. Department of Education or Council for Higher Education Accreditation

To be eligible for TEAC accreditation, the institution that offers the education program must itself have regional accreditation or the equivalent.

Some professional education programs, whether housed in the school or college of education or another unit of the institution, are accredited by other specialized discipline- or profession-based accreditors (for example, music education, library science, and counseling). TEAC accepts and recognizes the accreditation of professional education programs by other nationally recognized accreditors (that is, accreditors recognized by the U.S. Department of Education, USDE, or the Council for Higher Education Accreditation, CHEA) for the purpose of satisfying its obligations in its state protocol agreements with regard to the accreditation of all professional education programs.

XXXIX. Public statements of affiliation and accreditation

A program that has earned TEAC accreditation and wishes to state this affiliation in its published materials should use one of the two following official statements:

- *The [name of the institution]'s [name of the program], which is designed to [statement of the goal or mission of the program] is accredited by the Teacher Education Accredita-*

tion Council for a period of [number] years, from [date] to date].

- *The [name of the institution]'s [name of the program], which is designed to [statement of the goal or mission of the program] is accredited by the Teacher Education Accreditation Council (TEAC) for a period of [number] years, from [date] to (date). This accreditation certifies that the [name of program] has provided evidence that it adheres to TEAC's quality principles.*

Upon petition, variants of these statements of affiliation and accreditation may be authorized by TEAC. TEAC reserves the right to review institutional statements of affiliation and accreditation to ensure the accuracy of the information and representation.

In its disclosure of its status, the institution or program must report that status accurately, including the specific academic or instructional programs covered by the status and the name, address, and telephone number of the Teacher Educational Accreditation Council (One Dupont Circle, Suite 320, Washington, DC, 20036, phone 202-466-7236).

APPENDIX:
BYLAWS: THE TEACHER EDUCATION ACCREDITATION COUNCIL, INCORPORATED

Bylaws: Teacher Education Accreditation Council, Incorporated

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Approved, December 2, 1997, Washington, DC
Amended, June 10, 2000, Wilmington, Delaware
Amended by Consent (Bylaws: Section 3.12), November 28, 2001
Amended, June 2, 2002, Washington, DC

Bylaws: Teacher Education Accreditation Council, Incorporated

Formed July 8, 1997 under the Delaware General Corporation Law

Article I – Description and Location

Section 1.01 Name. The name of the Corporation is The Teacher Education Accreditation Council, Incorporated. The Corporation may from time to time use the acronym ***TEAC*** as its fictitious name.

Section 1.02 Mission. The Corporation's mission is to recognize and promote high-quality educator preparation programs in colleges and universities. This commitment to educator preparation serves the ultimate purpose of advancing student learning.

This mission is accomplished through an accreditation process that respects the diversity and autonomy of institutional missions, governance structures, programs, faculty, students, and resources.

Section 1.03 Powers. In furtherance of its objectives, the Corporation shall have the following specific powers in addition to the powers granted to it by the Delaware General Corporation Law:

1. To develop and promulgate sound educational practices for the accreditation of educator preparation programs offered at colleges and universities already possessing institutional accreditation by one of the six recognized regional accrediting associations;
2. To maintain a national office to represent the Corporation and its members and to coordinate the accreditation responsibilities and other agreed upon activities;
3. To present the views of its members to other organizations, institutions, agencies, and the general public;
4. To collect and disseminate statistics and other information related to educator preparation;
5. To commission research and special projects as needed;
6. To sponsor meetings, conferences, workshops, and symposia;
7. To conduct promotional activities, including advertising and publicity;
8. To confer appropriate recognition and awards; and
9. To engage in any lawful activities that will enhance and promote teacher education programs and apprise the public of its value, scope, and character.

Section 1.04 Offices. The principal office of the Corporation shall be located at such place as the Board of Directors shall from time to time designate, in or outside the State of Delaware. The Corporation may maintain additional offices at such other places as the Board of Directors may designate.

The Corporation shall have and shall continuously maintain in the State of Delaware a registered office at such place as may be designated by the Board of Directors.

Article II – Members

Section 2.01 Members. The members of the Corporation shall be divided into two classes: regular members and affiliate members. There shall be *five* categories of program accreditation: (1) candidate, (2) initial accreditation for five years, (3) initial accreditation for two years, (4) accreditation for seven years, and (5) accreditation for two years.

Accreditation for two or seven years shall be granted to education programs seeking accreditation for the first time from the Corporation which meet the requirements of eligibility, conduct a self-study for initial accreditation, host an on-site visit by the peer review audit team, and deliver quality programs consistent with

the stated mission and resources of the educational institution with whom the member is affiliated.

Affiliate membership may be granted by the Corporation's Board of Directors to individuals and groups such as college and university faculty members, K–12 educators, education policy makers, interested members of the public, educational organizations, and institutions whose education programs are not accredited by the Corporation but which are committed to the Corporation's goals and objectives.

Section 2.02 Term of Membership. Membership for members with initial accreditation status for a program shall be granted for five (5) years; provided, however, that members shall be required to provide satisfactory annual reports to support continued initial accreditation status.

Membership for members with accredited programs shall be granted for seven (7) years; provided, however, that members with accreditation status shall be required to provide satisfactory annual reports to support accreditation status for seven years.

Membership of members—with initial accreditation or accreditation—can be terminated by the Corporation's Board of Directors at any time for just cause, as described in the Corporation's guide to the TEAC accreditation process and its operations policy manual.

Affiliate membership shall be granted for one (1) year but is renewable by the Corporation's Board of Directors for an unlimited number of consecutive terms.

Membership shall be terminated for failure to pay by June 30 of each year the dues imposed pursuant to Section 2.13 of these Bylaws. The Corporation shall establish procedures for the appeal of any such revocation of membership.

Section 2.03 Annual Meeting. A meeting of the members shall be held annually for the transaction of such business as may properly come before the members. Such meeting shall be held on such date and at such time as shall be determined by the Board of Directors.

Section 2.04 Special Meetings. Special meetings of the members may be called at any time by the Board of Directors upon thirty (30) days written notice to members.

Section 2.05 Place and Time of Meetings. Meetings of members may be held at such place, within or without the State of Delaware, and at such hour as may be fixed in the notice of the meeting.

Section 2.06 Notice of Annual and Special Meetings. Written notice of each meeting of the members shall be given which shall state the place, date and hour of the meeting, and, in the case of a special meeting, shall state the purpose or purposes for which the meeting is called.

The written notice of any meeting shall be given not less than thirty (30) nor more than sixty (60) days before the date of the meeting. If mailed, such notice is given when deposited in the United States mail, postage prepaid, directed to the member at his or her address as it appears on the records of the Corporation. An affidavit of the Secretary or an Assistant Secretary (if any) that the notice has been given shall, in the absence of fraud, be *prima facie* evidence of the facts stated therein.

When a meeting is adjourned to another time or place, notice need not be given of the adjourned meeting if the time and place thereof are announced at the meeting at which the adjournment is taken. At the adjourned meeting, the Corporation may transact any business, which might have been transacted at the original meeting. If the adjournment is for more than thirty (30) days, or if after the adjournment a new record date is fixed for the adjourned meeting, a notice of the adjourned meeting shall be given to each member of record entitled to vote at the meeting.

Section 2.07 Waiver of Notice. Whenever notice is required to be given by law, the Certificate of Incorporation or these Bylaws, a written waiver, signed by the member entitled to such notice, whether before or after the time stated therein shall be deemed equivalent to notice. The attendance of a member at a meeting shall constitute a waiver of notice of such meeting, excepting such attendance at a meeting by such member for the purpose of objecting at the beginning of the meeting to the transaction of busi-

ness because the meeting is not lawfully called or convened. Except as specifically required by law, the Certificate of Incorporation, or these Bylaws, neither the business to be transacted at, nor the purpose of, any regular or special meeting of the members need be specified in the waiver of notice of such meeting.

Section 2.08 Quorum. One-quarter of the total numbers of the regular members shall constitute a quorum at a meeting of members, and the affirmative vote of a majority of such members present in person or represented by proxy at the meeting and entitled to vote on the subject matter shall be the act of the members.

Section 2.09 Proxies. Every member entitled to vote at a meeting of members or to express consent or dissent without a meeting may authorize another person or persons to act for him or her by proxy.

Every member may authorize another person or persons to act for him or her as proxy in the manner provided by law. No proxy shall be valid after three years from the date of its execution unless otherwise provided in the proxy. Every proxy shall be revocable at the pleasure of the member executing it, except as otherwise provided by law.

Section 2.10 Vote. Regular members shall have one vote each on such matters as shall be submitted to the members at a meeting or through a mail ballot in the form of a proxy. Members shall be entitled to suggest names of potential directors to the Nominating Committee but shall not be entitled to vote on the election of directors. The votes of members shall be cast by the president of the college or university offering the member's teacher education program(s) or by a representative designated by such president.

Affiliate members shall have no voting rights. However, affiliate members may receive publications issued by the Corporation, attend meetings, serve on non-board committees, and participate in exchanging ideas.

Section 2.11 Presiding Officer and Secretary. At any meeting of the members, if neither the Chairperson of the Board of Directors, nor the Vice-Chairperson, nor a person designated by the Board to preside at the meeting shall be present, the members present shall appoint a presiding officer for the meeting. If neither the Secretary nor an Assistant Secretary (if any) is present, the appointee of the person presiding at the meeting shall act as secretary of the meeting.

Section 2.12 Informal Action by Members; Meetings by Electronic Means. Unless otherwise restricted by the Certificate of Incorporation or these Bylaws, any action required or permitted to be taken by the members at any annual or special meeting may be taken without a meeting, without prior notice and without a vote, if a consent or consents in writing, setting forth the action so taken, shall be signed by the members having not less than the minimum number of votes that would be necessary to authorize or take such action at a meeting at which all members having a right to vote thereon were present and voted. Such written consents shall be delivered to the Corporation by delivery to its registered office in the State of Delaware, its principal place of business, or an officer or agent of the Corporation having custody of the book in which proceedings of meetings of members are recorded. Delivery made to the Corporation's registered office shall be by hand or by certified or registered mail, return receipt requested.

Every written consent shall bear the date of signature of each member who signs the consent, and no written consent shall be effective to take the corporate action referred to therein unless, within sixty (60) days of the earliest dated consent delivered in the manner required by this section 2.12 to the Corporation, written consents signed by a sufficient number of members to take action are delivered to the Corporation by delivery to its registered office in the State of Delaware, its principal place of business, or an officer or agent of the Corporation having custody of the book in which proceedings of meetings of members are recorded. Delivery made to the Corporation's registered office shall be by hand or by certified or registered mail, return receipt requested.

Prompt notice of the taking of the corporate action without a meeting by less than unanimous written consent shall be given to those members who have not consented in writing and who, if the action had been taken at a meeting, would have been entitled to

notice of the meeting if the record date for such meeting had been the date that written consents signed by a sufficient number of holders or members to take the action were delivered to the Corporation as previously provided. In the event that the action which is consented to is such as would have required the filing of a certificate of law, if such action had been voted on by members at a meeting thereof, the certificate filed shall state, in lieu of any statement required by law concerning any vote of members, that written consent has been given in accordance with the Delaware General Corporation Law, and that written notice has been given.

Except as otherwise required by law or restricted by the Certificate of Incorporation or these Bylaws, the members may participate in a meeting of the members by means of conference telephone or by any means of communication, including electronic mail and video conferences, by which all persons participating in the meeting are able to hear or read one another's messages, and such participation shall constitute presence in person at the meeting.

Section 2.13 Dues and Fees. The annual dues for members shall be established by the Board of Directors.

A fee schedule for members and prospective members shall be established by the Board of Directors.

No assessment other than dues and fees may be made except by the affirmative vote of the regular members present in person or by proxy.

Article III – Board Of Directors

Section 3.01 Power of Board. The affairs, activities, and policies of the Corporation shall be managed by or under the direction of its Board of Directors. In furtherance, but not in limitation of such, the Board shall

1. Make policy for the Corporation;
2. Appoint and fix the salary of the President who will be the Corporation's Chief administrative officer, and who shall serve at the pleasure of the Board;
3. Review and approve the Corporation's accreditation and non-accreditation activities, policies and procedures, and review personnel appointments;
4. In consultation with the President, as deemed necessary, establish those accreditation standards of a fiscal and operational character;
5. Review and approve the annual budget, establish budget procedures, and provide for an annual independent audit of the Corporation's books;
6. Approve the program and agenda and decide on the times and places for the Corporation's annual meetings; and
7. Review the production of the Corporation's publications.

Section 3.02 Number of Directors. The number of Directors of the Corporation shall be a number not less than fifteen (15) nor more than twenty-seven (27). Such members include any *ex officio* members of the Board. The number of Directors may be increased or decreased by amendment of the Bylaws by action of the Board. No decrease in the number of Directors shall have the effect of shortening the term of any incumbent Director.

Section 3.03 Composition of Board of Directors. The initial members of the Board shall be those persons designated as such in the Certificate of Incorporation. Thereafter, Directors shall be elected at annual meetings of the Board as provided in Section 3.04 of these Bylaws. Every seventh member of the Board shall be a representative of the public and there shall be at least one member of the Board who is a teacher and another member who is a higher education faculty member in the field of education. In addition, the President of the Corporation shall serve as a Director *ex officio* with full voting rights. For purposes of these bylaws a representative of the public shall mean a person who is not an employee, member of the governing board, owner, or shareholder of, or consultant to, an institution or program that either is accredited or preaccredited by TEAC or has applied for accreditation or preaccreditation. A person who is a spouse, parent, child or sibling of an individual who does not meet

the definition of a public member in these bylaws also shall not be eligible to be a public member.

Section 3.04 Election and Term of Directors. Directors shall be elected at each annual meeting of the Board of Directors of the Corporation and at any special meeting called for that purpose. Each Director shall hold office for a term of four (4) years and until his or her successor has been elected and qualified or until his or her earlier resignation or removal, except that a Director elected to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office and the President shall serve as a Director for as long as he or she serves as President. A Director may serve two (2) consecutive four-year terms.

Section 3.05 Vacancies. Any vacancy occurring in the Board of Directors and any directorship to be filled by reason of an increase in the number of Directors may be filled by the affirmative vote of a majority of the Directors then in office, though less than a quorum of the Board. A Director elected to fill a vacancy shall hold office until the next annual meeting of the Board and until his or her successor is elected and qualified.

Section 3.06 Removal of Directors. A Director may be removed with or without cause at any time by action of the Board, provided that written notice of such removal is given to any Director so removed.

Section 3.07 Resignations. Except as otherwise required by law, any Director of the Corporation may resign at any time by giving written notice to the Board, the President, or the Secretary of the Corporation. Such resignation shall take effect at the time specified in such notice, or on receipt of the notice if no time is specified. Unless otherwise specified in the notice of resignation, no acceptance of such resignation shall be necessary to make it effective.

Section 3.08 Quorum of Directors and Manner of Acting. Unless a greater proportion is required by law or these Bylaws, a majority of the total number of Directors, including those represented by proxy, shall constitute a quorum for the transaction of business. Except as otherwise provided by law or by the Certificate of Incorporation or these Bylaws, the act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board.

Section 3.09 Meetings. Regular meetings of the Board shall be held at such times as may be fixed by the Board. There shall be at least one such regular meeting each year. Special meetings of the Board of Directors may be called by or at the request of the Chairman of the Board or by a majority of the Directors then in office. At least fifteen (15) days' notice of the date, time, and place for any meeting shall be given to each Director by the Secretary. Meetings of the Board of Directors may be held at such places within or without the State of Delaware as may be fixed by the Board for annual and regular meetings and in the notice of meeting for special meetings.

Section 3.10 Notice. Whenever, under the provisions of these Bylaws, notice is required to be given to any Director or officer, it may be given to the person either personally or by sending a copy thereof by first-class or express mail, postage prepaid, or by other electronic means, to his or her address (or to his or her telex or facsimile number or email address) appearing on the books of the Corporation. If notice is sent by mail, telegraph or courier service, it shall be deemed to have been given when deposited in the United States mail or with a telegraph office or courier service for delivery to that person. If notice is sent by telex, facsimile, or email, it shall be deemed to have been given when dispatched.

Section 3.11 Waiver of Notice. Any Director may waive his or her right to receive notice of any meeting, either before or after the time notice would have been required. A Director's attendance at any meeting shall constitute waiver of notice of such meeting, excepting such attendance at a meeting by the Director for the purpose of objecting to the transaction of business because the meeting is not lawfully called or convened. Except as specifically required by law, the Certificate of Incorporation, or these Bylaws, neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in the notice, or waiver of notice, of such meeting.

Section 3.12 Informal Action by Directors; Meetings by Electronic Means. Any action required or permitted to be taken by the Board may be taken without a meeting if consent in writing, setting forth

the action so taken, shall be signed by all the Directors authorizing the action. Such consent shall have the same force and effect as a unanimous vote. The signed documents setting forth such consent by all the Directors shall be filed with the minutes of proceedings of the Board.

Any or all Directors may participate in a meeting of the Board or of a committee of the Board by means of conference telephone or by any means of communication (including email or video conferencing) by which all persons participating in the meeting are able to hear, or read one another's messages, and such participation shall constitute presence in person at the meeting.

Section 3.13 Compensation of Directors. The Corporation shall not pay any compensation to Directors for services rendered to the Corporation in their capacities as Directors, except that Directors may be reimbursed for expenses incurred in the performance of their duties to the Corporation, in reasonable amounts. A Director may, however, also perform non-accredi-tation services for the Corporation in a capacity or capacities other than as a Director, and if so, he or she may receive compensation for the perform-ance of such services if they are reasonable and necessary to carrying out the exempt purposes of the Corporation and if such compensation is not excessive.

Section 3.14 Honorary Board of Directors, Advisory Committees. The Board may elect or appoint any person to act in an advisory capacity to the Corporation or in an honorary capacity with respect to the Corporation, and may create such honorary boards or advisory groups and appoint to them such persons as it deems appropriate. Persons serving in such advisory or honorary capacities shall not exercise any of the powers granted to the Board in these Bylaws.

Section 3.15 Annual Report. The Treasurer shall present at the annual meeting of the Board of Directors a report of the financial and program activities of the Corporation for the preceding year. The report shall conform to accounting standards promulgated by the American Institute of Certified Public Accountants and shall include a statement of support, revenue, and expenses and changes in fund balances, a statement of functional expenses, and balance sheets for all funds. Each such annual report must be approved by the Board and then filed with the records of the Corporation and either a copy or an abstract thereof entered in the minutes of the proceedings of the annual meeting.

Section 3.16 Financial Records. All records, books and annual reports of the Corporation relating to its financial activities shall be kept at the principal office of the Corporation for at least three years following the close of each fiscal year and shall be available to the public for inspection and copying there during normal business hours.

Section 3.17 Committees. The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate and appoint one or more committees, each of which shall consist of one or more Directors. The Board may designate one or more Directors as alternate members of any committee, who may replace any absent or disqualified member at any meeting of the committee. In the absence or disqualification of a member of a committee, the member or members present at any meeting and not disqualified from voting, whether or not such member or members constitute a quorum, may unanimously appoint another member of the Board of Directors to act at the meeting in the place of any such absent or disqualified member. Each such committee shall have the duties assigned it by the Board but no such committee shall have the power or authority in reference to (1) approving, adopting, or recommending to the members any action required by law to be submitted to the members for approval; or (2) amending any Bylaw of the Corporation. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed upon him or her by law.

***A. Executive Committee*:** The Board of Directors shall have an Executive Committee, which shall consist of the Chairperson, the Vice-Chairperson, the Treasurer, the President, the Chairperson of the Accreditation Committee, and one

other Board member nominated by the Chairperson and approved by the Board. The Executive Committee shall have the authority to make decisions on behalf of the Board of administrative matters and time-critical matters that arise between Board meetings.

***B. Finance Committee*:** The Board of Directors shall have a Finance Committee, which shall consist of at least five Board members, including the Treasurer who also acts as chair and the Chairperson and the President who shall serve as voting *ex-officio* members. The other members shall be appointed annually by the Board, following nomination by the Chairperson. This committee shall oversee the financial operations of the Corporation.

***C. Nominating Committee*:** The Board of Directors shall appoint a Nominating Committee, as needed, for the purpose of nominating candidates to the Board and for elected offices. The Chairperson shall nominate the directors to serve on such committee, subject to Board approval. The Nominating Committee shall be composed of at least five directors, including the Chairperson and the President who shall serve as voting *ex-officio* members. One of the members of the committee shall represent the public.

***D. Accreditation Committee*:** The Board will appoint an Accreditation Committee for the purpose of acting on the accreditation recommendations of the Accreditation Panel. The Accreditation Committee shall have at least five members of the Board, including a member of the public (as defined in Section 3.03 of these bylaws), a teacher, and a higher education faculty member. The Accreditation Committee shall have the authority to make accreditation decisions on behalf of the Board.

***E. Other Committees*:** The Board may appoint such *ad hoc* or special committees as it deems necessary, including, without limitation, a Standards and Process Committee, a Membership Committee, a Programs Committee, and a Resource and Development Committee. A member of the Board will chair each such committee, but so long as the committee does not have and exercise the authority of the Board, its other members may be non-Board persons. The Chairperson and the President shall serve as voting *ex-officio* members of any such committee.

The members of any committee may participate in a meeting of the committee by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time, and such participation shall constitute presence in person at the meeting.

Article IV – Officers, Agents and Employees

Section 4.01 Officers. The officers of the Corporation shall be a Chairperson, a Vice-Chairperson, a Secretary and a Treasurer, and such other officers and assistant officers as may be determined by the Board. Any two or more offices may be held by the same person.

Section 4.02 Election and Term of Office. Only members of the Board shall be eligible to serve as officers. The officers shall be elected at the annual meeting of the Board. If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as conveniently may be. Each person so elected shall hold office for a term of two (2) years and until his or her successor has been elected and qualified. The number of consecutive terms which an officer may serve is unlimited. The election of an officer shall not of itself create contract rights.

Section 4.03 Resignation. Any officer may resign at any time by giving written notice to the Board, the President, or the Secretary of the Corporation. Any such resignation shall take effect at the time of receipt or such other time as therein specified and unless otherwise specified therein no acceptance of such resignation shall be necessary to make it effective.

Section 4.04 Removal. Any officer may be removed by the Board of Directors whenever in its judgment the

best interest of the Corporation will be served thereby; provided, however, that removal of an officer shall be without prejudice to his or her contract rights, if any.

Section 4.05 Vacancies. A vacancy in any office may be filled for the unexpired portion of the term by the affirmative vote of a majority of the Directors then in office.

Section 4.06 Powers and Duties of Officers. Subject to the control of the Board of Directors, all officers as between themselves and the Corporation shall have such authority and perform such duties in the management of the property and affairs of the Corporation as may be provided in these Bylaws or by resolution of the Board not inconsistent with these Bylaws, and, to the extent not so provided, as generally pertain to their respective offices.

A. Chairperson. The Chairperson shall be the chief executive officer of the Corporation. The Chairperson shall preside at all meetings of the Board of Directors, prepare, with the help of staff, the program agenda for Board meetings, nominate the members of committees authorized by the Board, serve on all committees appointed by the Board as an *ex-officio* voting member, and, subject to the supervision of the Board of Directors, shall perform all duties customary to that office and shall supervise and control all of the affairs of the Corporation in accordance with such policies and directives as may be established by the Board of Directors. The Chairperson may delegate authority and responsibility but shall remain fully accountable to the Board.

B. Vice-Chairperson. In the absence of the Chairperson or in the event of his or her inability or refusal to act, the Vice-Chairperson shall perform the duties of the Chairperson, and, when so acting, shall have all the powers of and be subject to all the restrictions upon the Chairperson. The Vice-Chairperson shall perform such other duties and have such other powers as the Board of Directors may from time to time prescribe by standing or special resolution, or as the Chairperson may from time to time provide, subject to the powers and supervision of the Board of Directors.

C. Secretary. The Secretary shall be responsible for the keeping of an accurate record of the proceedings of all meetings of the Board of Directors, shall see to it that all notices required by these Bylaws or by law are given, and, in general, shall perform all duties customary to the office of Secretary. The Secretary shall have custody of the corporate seal of the Corporation, and shall have authority to affix the same to any instrument requiring it; and, when so affixed, it may be attested by his or her signature. The Board may give authority to any officer to affix the seal of the Corporation and to attest the affixing by his or her signature.

D. Treasurer. The Treasurer, with the advice and approval of the Finance Committee, shall have the custody of, and be responsible for, all funds and securities of the Corporation, prepare and submit the annual budget to the Board, and direct the financial affairs of the Corporation and keep the Board fully informed about all matters involving the Corporation's finances. Whenever required by the Board of Directors, the Treasurer shall render a statement of accounts. He or she shall at all reasonable times exhibit the books and accounts to any officer or Director of the Corporation.

Section 4.07 Agents and Employees. The Board of Directors may appoint agents and employees who shall have such authority and perform such duties as may be prescribed by the Board. The Board may remove any agent or employee at any time with or without cause. Removal shall be without prejudice to such person's contract rights, if any. The appointment of such person as an agent or employee shall not itself create contract rights.

Section 4.08 Staff. The initial staff may consist of the President, the Director of Accreditation, and such other assistant and clerical staff as are necessary for accomplishing the Corporation's work. The President shall serve as (a) the Corporation's chief administrative officer, (b) an *ex-officio* voting member of the Board, and (c) an *ex-officio* voting member of all committees. He or she shall serve at the pleasure of the Board.

The President shall appoint all members of the staff, all of whom shall serve at the pleasure of the President.

Section 4.09 Compensation of Officers, Agents and Employees. The Corporation may pay compensation in reasonable amounts to officers for services rendered, such amounts to be fixed by a majority of the entire Board. In addition, officers may be reimbursed for expenses incurred in the performance of their duties to the Corporation, in reasonable amounts.

The Corporation may compensate in reasonable amounts agents and employees for services rendered, such amount to be fixed by the Board or, if the Board delegates such power to any officer or officers, then by such officer or officers. The Board may require officers, agents or employees to give security for the faithful performance of their duties.

Article V – Miscellaneous

Section 5.01 Fiscal Year. The fiscal year of the Corporation shall start on the 1st day of July of each year unless otherwise determined by the Board of Directors.

Section 5.02 Corporate Seal. The corporate seal shall be circular in form, shall have the name of the Corporation inscribed thereon and shall contain the words "Corporate Seal" and "Delaware" and the year the Corporation was formed in the center, or shall be in such form as may be approved from time to time by the Board of Directors.

Section 5.03 Contracts and Other Documents. The Board may, except as otherwise required by law, the Certificate of Incorporation, or these Bylaws, authorize any officer, employee (including the President), or agent of the Corporation to enter into any contract or execute and deliver any instrument or document on behalf of the Corporation. Such authority may be general or confined to specific instances.

Section 5.04 Checks, Drafts, Loans, Etc. All checks, drafts, loans or other orders for the payment of money, notes, or other evidence of indebtedness issued in the name of the Corporation shall be signed by such officer or agent of the Corporation and in such manner as shall be from time to time determined by the Board. In the absence of such determination, such instruments shall be signed by the President and countersigned by the Treasurer.

Section 5.05 Books and Records. The Corporation shall keep at its principal office (1) correct and complete books and records of account; (2) minutes of the proceedings of the Board of Directors and any committee having any of the authority of the Board; and (3) a current list of the accredited and affiliate members, Directors, and officers of the Corporation and their addresses.

Section 5.06 Gifts, Grants and Bequests. The Corporation shall have the authority to seek gifts, grants, and bequests.

Section 5.07 Funds. The Corporation's funds shall be deposited to its credit in such banks or other depositories as the Board may select.

Article VI – Amendment of Certificate and Bylaws

The Certificate of Incorporation may be amended by a majority vote of the Directors then in office, pursuant to the procedure outline in Section 242(b)(3) of the Delaware General Corporation Law, provided such amendment is in conformity with the purposes for which the Corporation was established.

The Bylaws of the Corporation may be altered, amended, or repealed and new Bylaws may be adopted by the affirmative vote of a majority of the members of the Board of Directors with the approval of a majority of the regular members of the Corporation. Notice of any proposed revision to the Bylaws along with the Board's recommendations will be mailed to every member of the Corporation at least thirty (30) days prior to the meeting of members at which the revision is to be considered.

Article VII – Indemnification and Insurance

The Corporation shall, to the full extent permitted by law, indemnify any Director or officer, and any former Director or officer, any person who may have served at its request as a Director or officer of an-

other corporation, whether for profit or not for profit, and may, by resolution of the Board of Directors, indemnify any employee, against any and all expenses and liabilities actually and necessarily incurred by him or her or imposed on him or her in connection with any claim, action, suit, or proceeding (whether actual or threatened, civil, criminal, administrative, or investigative, including appeals) to which he or she may be or is made a party by reason of being or having been such Director, officer, or employee; subject to the limitation, however, that there shall be no indemnification in relation to matters as to which he or she shall be adjudged in such claim, action, suit, or proceeding to be liable on the basis that personal benefit was improperly received by him or her, whether or not the benefit resulted from an action taken in his or her official capacity, or liable to the Corporation.

The members of the Board of Directors who are not parties to such action, suit, or proceeding (the "disinterested Directors") shall determine in each instance whether the conditions for indemnification specified in this section have been met, provided that a sufficient number of disinterested Directors are present to constitute a quorum of the whole Board of Directors. If no such quorum can be assembled, or at the option of the Board of Directors, in the exercise of which all Directors shall be eligible to participate, the determination shall be made by independent counsel in a written opinion. No allegation in a complaint or similar claim and no settlement shall in itself create any presumption adverse to the person seeking indemnification.

Amounts paid in indemnification of expenses and liabilities may include, but shall not be limited to, counsel fees and other fees, costs and disbursements; and judgments, fines, and penalties against, and amounts paid in settlement by, such Director, officer, or employee. The Corporation may advance expenses to, or where appropriate may itself, at its expense, undertake the defense of, any Director, officer, or employee; provided, however, that such Director, officer, or employee shall undertake to repay or to reimburse such expense if it should be ultimately determined that he or she is not entitled to indemnification under this Article.

The indemnification provided by this Article shall not be deemed exclusive of any other rights to which such Director, officer, or employee may be entitled under any statute, Bylaw, agreement, vote of the Board of Directors, or otherwise and shall not restrict the power of the Corporation to make any indemnification permitted by law.

The Board of Directors may authorize the purchase of insurance on behalf of any Director, officer, employee, or other agent against any liability asserted against or incurred by him or her which arises out of such person's status as a Director, officer, out of acts taken in such capacity, whether or not the Corporation would have the power to indemnify the person against that liability under law.

In no case, however, shall the Corporation indemnify, reimburse, or insure any person for any taxes imposed on such individual under chapter 42 of The Corporation is deemed to be a private foundation within the meaning of section 509 of the Code, during such time the Code. Further, if at any time no employee or agent or payment shall be made under this Article if such payment would constitute an act of self-dealing or a taxable expenditure, as defined in section 4941(d) or section 4945(d), respectively, of the Code.

If any part of this Article shall be found in any action, suit, or proceeding to be invalid or ineffective, the validity and the effectiveness of the remaining parts shall not be affected.

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TEAC's Accreditation Framework
TEAC's Principles and Standards

Eligibility for the program's candidate accreditation status

- 0.1 Institutional accreditation by one of the regional accreditation agencies, or the equivalent
- 0.2 Professional licensure available to graduates
- 0.3 Commitment to comply with TEAC's standards
- 0.4 Disclosure of any actions regarding the program's accreditation status
- 0.5 Willingness to cooperate and provide needed information to TEAC

Quality Principle I: **Evidence of candidate learning**

- 1.1 Evidence of candidates' subject matter knowledge
- 1.2 Evidence of candidates' pedagogical knowledge
- 1.3 Evidence of candidates' caring and effective teaching skill
- 1.4 Evidence of the cross-cutting liberal education themes
 - 1.4.1 Learning how to learn
 - 1.4.2 Multicultural perspectives and accuracy
 - 1.4.3 Technology
- 1.5 Evidence of valid interpretations of the assessments

Quality Principle II: **Evidence of faculty learning and inquiry**

- 2.1 Rationale for assessments
- 2.2 Program decisions and planning based on evidence
- 2.3 Influential quality control system
 - 2.3.1 Curriculum meets professional license requirements
 - 2.3.2 Faculty accept TEAC goal and program's *Inquiry Brief* / *Inquiry Brief Proposal* and have an accurate and balanced understanding of the field
 - 2.3.3 Candidates: admissions policies encourage diversity and service in high-demand areas and student services contribute to candidate success in learning
 - 2.3.4 Resources monitored and enhanced by the program's quality control system

Quality Principle III: **Evidence of institutional commitment and capacity for program quality**

- 3.1 Commitment (parity)
 - 3.1.1 **Curriculum** meets institutional standards and degree requirements
 - 3.1.2 **Faculty** qualifications are equal to or better than the statistics for the institution as a whole
 - 3.1.3 **Facilities** are proportionate to the overall institutional resources
 - 3.1.4 **Fiscal and administrative** resources adequate to promote candidate learning as required by *Quality Principle I* and in parity with the institution
 - 3.1.5 **Candidate support** equal to the level of support services provided by the institution as a whole
 - 3.1.6 **Candidate complaints** proportionally no greater or significant than the complaints by candidates in the institution's other programs
- 3.2 Capacity (sufficiency)
 - 3.2.1 **Curriculum** reflects an appropriate number of credits and credit hour requirements for the components of *Quality Principle I*
 - 3.2.2 **Faculty** are qualified for their teaching assignments
 - 3.2.3 **Facilities** are appropriate and adequate to promote success in candidate learning as required by *Quality Principle I*
 - 3.2.4 **Fiscal and administrative:** institution is financially sound and there is an appropriate level of institutional resources for faculty development
 - 3.2.5 **Candidate support** services are sufficient to support successful completion of the program
 - 3.2.6 **Policies and practices** are adequate for program quality and satisfy federal requirements

State standards: When appropriate because of TEAC's protocol agreement with a state, a third component to the TEAC capacity standards (3.3) is added with subcomponents (3.3.1, etc.) in accordance to the state's particular requirements.

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